

REQUEST FOR QUOTES

Procurement Number:	EURASIA2023U06o
Open Date:	August 21, 2023
Questions Deadline:	August 10, 2023
Closing Deadline:	September 14, 2023
Geographical Area Restrictions:	110
Point of Contact:	Halyna Saltan, Finance and Administrative Assistant (iriukraine@iri.org)

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.

Since 1994, IRI-Ukraine has worked to improve the responsiveness and accountability of local governments in Ukraine. IRI-Ukraine works with political parties to foster internal party democracy, to establish transparent and accountable party organizational structures and to train party activists, staff, candidates and poll watchers. IRI-Ukraine partners with political parties and civil society to teach the mutual benefits of and facilitate cooperation in addressing issues of concern to local communities. In pursuit of its mission, IRI-Ukraine seeks to work with youth and women to encourage their increased political and civil participation. The Institute is also looking to working with local governments' elected officials and staff to teach and nurture good governance practices. To best meet these objectives, IRI-Ukraine conducts a wide variety of activities including trainings, seminars, roundtables, public hearings, exchange trips, and conferences in Kyiv and at the municipal and regional level throughout Ukraine. IRI-Ukraine is seeking to contract with local experts to serve as trainers, facilitators, and consultants for our various programming activities and events.

All contractors will report to and work in close collaboration with IRI-Ukraine program staff who oversee our various programs.

There are eight (8) program areas for which contractors may apply. Contractors should specify to which of the following eight programs they are applying and specify to which topic(s) under each program. Contractors may indicate more than one program area and certainly more than one topic under each program area.

Eligibility: Individuals must meet all of the following:

- At least 1 year of experience in chosen program area OR at least Master's degree in program area or related field
- Professional fluency in Ukrainian or English.
- Must be based in Ukraine.
- Must be able to travel within Ukraine.

Maximum number of awards: 20 contracts

Period of Performance: From September 2023 to August 2024, with the option to extend for an additional four years in increments of one year each.

Statement of Work:

Contractor will serve as a trainer, facilitator, and consultant on various programming activities and events. The Contractor will facilitate these activities in close collaboration with IRI-Ukraine. Responsibilities of contractor include:

- Prepare training materials that include presentations, handouts, etc.;
- Prepare practical exercises for participants of training;
- Develop and edit original brochures, manuals and other programmatic resources upon request, (IRI-Ukraine and contractor will coordinate on number of days required to create each resource);
- Participate in selection of or recommend participants for further participation in IRI programs;
- Draft reports on trainings in which the Contractor participates as a consultant;
- Provide recommendations to IRI-Ukraine on the improvement of program content of training;
- Provide recommendations to IRI on the format of further trainings (for example, to invite representatives of civic organizations, municipalities, include more practical exercises, etc.);
- Development of educational audio and visual content for use on social media, television and radio;
- Assist in placement of IRI-Ukraine produced materials on local television, radio, and social and mainstream media;
- Other duties as agreed with IRI-Ukraine.

There are eight (8) program areas for which bidders may apply. In a statement of intent, bidders shall clarify which of the specific subjects they have relevant experience in and can conduct trainings. Bidders may indicate more than one program area.

The topics covered by trainers will include, but are not limited to:

1. **Local Elected Officials training**

Additional requirements for contractors to be considered:

- Contractors must have served at least one term as a Ukrainian local councilmember. Contractors must have relevant experience and be able to teach on a minimum of four of the following topics, based upon the Ukrainian legislation on local self-government and the contractor's own practical experience as a member of a local council in Ukraine:

- Powers and responsibilities of local councilmembers;
- The budget process within local councils and for local governments;
- Role of local councils and local government officials in the reconstruction of Ukraine, including the rehabilitation of citizens.
- The role of local councils in managing communal property;
- Communication between local government bodies and local communities;
- Constituent relations – the relationship between a local councilmembers and the voters / the local community;
- Effective planning for and conducting council sessions;
- Role of local councilmembers in preparing for and conducting sessions of local councils;
- Preparation for the implementation of a council's decisions;
- Legal provisions governing the implementation of a council's decisions;
- Strategic and tactical planning within and for local councils;
- Creating a councilmember's public reception room;
- Managing and organizing the work of a local councilmember's team;
- The status and organization of a local council's permanent commissions, councilmember's groups and factions;
- Decentralization reform in Ukraine and its impact on / implications for the roles and responsibilities of local councils and local councilmembers.

2. Municipal Governance training

Additional requirements for contractors to be considered:

- Contractors must have prior experience working in municipal government or with municipal authorities on the implementation of different good governance policies and realization of reforms which made the local government more transparent, accountable and accessible to the citizens and community.

Contractors must have relevant experience and be able to teach on a minimum of one of the following topics, based upon the contractor's own practical experience in Ukraine:

- Strategic development of a city;
- Engaging local citizens and communities in the local government's decision-making processes;
- New roles and responsibilities of municipalities in light of decentralization and reconstruction during and post-war;
- Transparent budget and procurement processes;
- The administrative services provision;
- E-governance;
- Local economic development;
- Building an energy-efficient city;
- Improving the transportation infrastructure of a city;
- Ensuring security within a municipality;
- Housing and communal areas;

- Cooperation between municipal authorities and CSOs, housing associations (OSBB), and bodies of self-organization of population (OSN).
- Attracting foreign funding to the city through diverse mechanisms (sister city agreements, competitive proposals for donors etc.)

3. Political Parties Campaign, Candidates and Organizational Structure training

Additional requirements for contractors to be considered:

- Contractors must have prior experience as the head of a political party organization or election campaign headquarters, having served in a position within a political party or campaign with decision-making authority or one who has conducted election campaigns, or as an attorney for a political party or campaign.

Contractors must have relevant experience and be able to teach on a minimum of one of the following topics, based upon the contractor's own practical experience in Ukraine:

- Methods for identifying priority issues to citizens / local communities via focus groups and public opinion surveys;
- Fundraising methods and options for local political party branches, local election campaign headquarters, or political party programs/activities designed to benefit the community;
- Incorporating issues of concern to women and disabled persons in issue messages of a candidate's campaign and/or local political party branch;
- Fundamental political party local branch structures, functions, and activities;
- Characteristics of a strong political party local branch both during and between election periods;
- Prioritizing issues, messages and projects for political parties and candidates;
- Issue messaging for campaigns – selecting, defining, crafting and promoting a campaign's issue messages;
- How political parties should strategically craft and prioritize projects and activities designed to reach voters and highlight targeted, priority issues;
- How political parties can design and implement an advocacy campaign on an issue of importance to the local community outside of an election season and strategically use that issue and the party's advocacy campaign as a message during the election;
- Creative methods for working with the media as a key element of political communication;
- Modern methods of using social media for voter contact and message delivery for campaigns and political parties;
- Practical examples of creative and successful vs. unsuccessful political advertising;
- Propaganda and public relations – what is the difference?;
- What is considered manipulation of voters – how to avoid and protect against it;
- How to run a political party branch and a local political campaign with low cost and little funding;
- Ukrainian laws and regulations governing political parties, elections, and campaign finance;
- How to identify, recruit and properly use party members, activists, volunteers;
- How to organize the political party's / campaign's legal efforts on election day;

- What can be learned from political parties in other nations – including, but not limited to, their structure, functions, internal communications, ideology, campaign techniques;
- How to transition from being a civil society activist to engaging with political parties and establishing a future political career;
- Public speaking skills and techniques;
- The organization and work of an effective political party press office;
- Creating a usable, effective database of voters;
- Strategic targeting of voters in Ukraine and outside of Ukraine (voter engagement);
- How to motivate voters to support the party / candidate within Ukraine and abroad.

4. Civil Society Cooperation training and facilitation

Additional experience of contractors to be considered as a bonus:

- Contractor has a strong civil society background with experience of working with local authorities.

Contractors must have relevant experience and be able to teach on a minimum of one of the following topics, based upon the contractor's own practical experience in Ukraine:

- The Ukrainian national government – its structure, functions and practices;
- Local self-government – its structure, functions and practices;
- Civil Society – its structure, functions and practices in particular as civil society relates to politics and advocacy;
- Participatory instrument and tools;
- Using the mass media, social media; developing the media strategy for CSO;
- Civil society's influence on political decision-making;
- Achieving more transparency of local government authorities, including citizen engagement in public budget processes and organizing anti-corruption campaigns;
- The organizational structure, strategic planning, and management of successful, functioning civil society organizations;
- How to define the key needs of a local community and develop relevant policy proposals;
- How to build and implement a successful advocacy campaign;
- How to engage youth into civic activism;
- Project management, grant writing and fundraising for CSOs;
- Supporting volunteers' movement;
- Legislative regulation in volunteering and civic activity;
- Citizens' participation in the reconstruction process and urban development;
- IDPs integration to local communities;
- Other issues of importance to and organization of internally displaced persons.
- Crimean Tatar-related issues and organizations;
- Dialogue techniques and conflict-management approaches;
- Preventing burnout;
- Work with veterans, war victims;
- How to develop successful cooperation between political parties and civil society organizations in order to achieve mutual goals;

- How political parties and civil society organizations can cooperate to make a local community stronger and its citizens more engaged in the local government's decision-making processes;
- Developing or improving the charter of the city;
- Establishing housing associations (OSBB) and bodies of self-organization of population (OSN);
- Improving the housing and communal areas of a city;
- Attracting economic development and creating a municipal plan for economic development;
- Assuring more efficient waste management;
- Assuring more efficient energy consumption.
- E-governance;
- Public speaking skills and techniques;

5. Political Parties Poll Watcher training

Additional requirements for contractors to be considered:

- Contractors must have prior experience as having served as a poll watcher for a minimum of two elections, as an attorney for a political party or election campaign, or as a member of an election commission.
- Though not a requirement, an contractor will score higher in the judgement of experience if he/she has a certificate from the Central Electoral Commission as having completed an official training course on poll watching or on serving as a member of a local election commission.

Contractors must have relevant experience and be able to teach on a minimum of one of the following topics, based upon the contractor's own practical experience in Ukraine:

- Ukraine electoral legislation – including, but not limited to, the Constitution, the Law "On elections of deputies of the Verkhovna Rada of the Autonomous Republic of Crimea, local councils and village, town and city chairmen", and other related legislation (on local government, the status of deputies of local council, information media, the Code of Administrative Procedure of Ukraine, Civil Code, Civil Procedure Code, Administrative Code, Criminal Code, etc.);
- Overall administration of elections – including, but not limited to, the system of elections, the authority of election commissions and the authority, role and responsibilities of members of election commissions;
- Functions and work of election commissions – both the day-to-day functions of the commission and official decision-making meetings, including the proper order of commission meetings and the preparation of documents;
- The authority, role and responsibilities of political party poll watchers – how poll watchers are supposed to act / function;
- The process and procedures of maintaining official state voter lists – including, but not limited to, the preparation and updating of voter lists; the acceptance of voter quotes; the preparation of special lists for those voters who will cast their ballots outside of their normally prescribed voting station; the process of keeping accurate, amending and expunging voters from the voter list; proper procedures from addressing voter complaints about irregularities in voter lists;

- Organization and preparation for the election – including, but not limited to, obtaining, storing and transporting ballots, and securing voting locations;
- The work of election commissions on Election Day;
- The process for appealing an election based upon a violation of election laws.
- Preparation for elections during martial law

6. Public Hearings training and facilitation

Additional requirements for contractors to be considered:

- Contractors must have prior experience as having conducted, organized or participated in at least one public hearing or civil initiative.

Contractors must have relevant experience and be able to teach on a minimum of one of the following topics, based upon the contractor’s own practical experience in Ukraine:

- Local self-government, including the proper organization and implementation of public hearings;
- Development and successful implementation of a city charter (using successful examples of other city charters);
- Role of diverse target groups in reconstruction;
- Decentralization reform;
- E-governance;
- Housing and communal reforms;
- Waste utilization and management;
- City transportation reforms;
- The role and functions of bodies of self-organization of population (OSN);
- The role and functions of housing associations (OSBB);
- Transparent local government budgetary practices and procedures;
- Crimean Tatar-related issues and organizations;
- Issues of importance to and organization of internally displaced persons.

7. Youth Leadership trainings

Additional requirements for contractors to be considered:

- Contractors must have previous experience as having conducted trainings and/or worked specifically with youth and youth issues in Ukraine.

Contractors must have relevant experience and be able to teach on a minimum of one of the following topics, based upon the contractor’s own practical experience in Ukraine:

- The Ukrainian national government – its structure, functions and practices;
- Local self-government – its structure, functions and practices;
- Civil Society – its structure, functions and practices in particular as civil society relates to politics and advocacy;
- Cooperation between municipal authorities and CSOs;
- Decentralization reform;
- The proper role and use of mass media, social media;
- Media literacy;
- Leadership;

- Civil society's influence on political decision-making through lobbying, the use of public hearings, and the use of civil initiatives;
- The proper role of public relations and communications by political leaders and civil activists;
- Building your personal brand and public image;
- Political campaigning – including, but not limited to, volunteer requirement, door-to-door campaigning, fundraising, messaging, voter targeting,
- Public speaking skills and techniques;
- Styles, skills and attributes of good leadership – including, but not limited to, team-building, the art of negotiations, conflict resolution, problem solving, management;
- Development of good personal skills and attributes – including, but not limited to, time-management, identifying personal goals, conflict resolution, developing a personal mission statement, networking, problem solving, verbal and non-verbal communications, and good interpersonal skills;
- Management of a non-government organization or an NGO/CSO's projects and/or programs;
- Development and implementation of a strategic plan;
- Projects development;
- Country reconstruction;
- Fundraising;
- Gender equality;
- IT Security;
- Volunteering

8. Miscellaneous Democracy and Governance topics

- As the political environment of Ukraine changes, the International Republican Institute is always looking to meet the needs of our stakeholders and local partners by providing helpful programming that addresses current challenges and needs. If a contractor has relevant experience as a former or current practitioner of any other democracy and governance-related subject matter in Ukraine that is not listed above, please also specify that in the quote. IRI is particularly looking to engage with trainers who have experience working with veterans, women, IDPs, Crimean Tatars and working with entrepreneurs and the private sector. IRI is also looking to engage trainers with experience on topics such as demilitarization, volunteering, reintegration, cyber hygiene and gender responsive policymaking.

matter in Ukraine that is not listed above, please also specify that in the quote.

Technical Bid:

All bids submitted to IRI must include:

- a) Evidence of experience in chosen program area(s), such as past work experience or level of education in subject matter. While possessing Master's or PhD degrees in subject areas is preferred, an equivalent number of years of practical experience is also acceptable.
- b) List of topics and subjects under each program area listed in which the consultant has relevant experience and wishes to serve as a consultant or trainer. Bidders may choose more than one program area as well as should list all subjects on which they have relevant experience and can conduct trainings;

- c) CV in English proving relevant experience to serve as consultant for a program and as a trainer on a subject under that program;
- d) Have written and verbal proficiency in Ukrainian
- e) Indicate your ability to travel around Ukraine (with exception for frontline and temporarily occupied territories) – whether you can, and if yes, then the number of days per a week;
- f) Based in or able to travel to Ukraine;
- g) Filled in expert rate form enclosed to this request;
- h) No more than 1-2 examples of previous work that demonstrates expertise in listed subject areas and a concise, presentable and concise style. Work samples can include, but are not limited to: past training presentations, recordings of previous webinars, analytic papers and media articles Work samples may be in English, Ukrainian or Russian;
- i) A minimum of two reference letters with contact information (name, title, organization, email and telephone number of a reference), whom IRI may contact to verify application's veracity;
- j) Contact and bank information (phone, email, IBAN, name, address, etc.);
- k) Copies of individual or private entrepreneur documents (passport for individuals/copy of registration documents for PEs) with English language translation, if possible. Copy of foreign passport as ID, if possible.

Price Bids must adhere to the following criteria:

Bidders should submit daily rates in United States Dollars (USD) for time dedicated to IRI work.

IRI will pay directly (to the hotel, airline, train, etc.) for all pre-approved travel related expenses including transportation, lodging, and meals for the contractors' participation in IRI activities and events. IRI will not cover incidental costs incurred by the contractor. If it is more feasible for the trainer to use his/her own transportation to an IRI event, IRI will reimburse the cost of the transportation to the contractor based on rate 0.25 USD for each business kilometer driven, upon submission of a Google Maps calculation. Expenses incurred for parking when the trip is for an IRI event will be reimbursed upon submission of receipts.

The daily rate submitted by a bidder should not include an assumption of costs incurred by the contractor for travel-related expenses. All other expenses should be included within the daily rate, as no other expenses will be covered or reimbursed by IRI.

Bids must be submitted in USD, payments under any resulting contract will be made by wire transfer in Ukrainian Hryvna based on the official exchange rate established by the National bank of Ukraine as of the date of the invoice.

All bidders must complete an expert rate form listing prior compensation for similar work in order to justify his/her quoted daily rate. Daily rates must be in line with prior rates charged to IRI for similar work, if contractor previously worked for IRI. IRI may contact previous clients and employers for professional references and compensation confirmation.

Contractor will submit an invoice on work conducted within 10 days of the end of each event.

IRI shall not be responsible for the withholding of any other taxes or levies, nor to pay for or to provide Contractor any benefits of any type.

Unit	Unit Price
Daily Rate	

RFQ 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 bids if such is within IRI's interest.
3. Payment will be made upon receipt of detailed invoices and deliverables/services.
4. 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.
5. The Bidder's initial bid should contain the Bidder's best offer.
6. IRI reserves the right to make multiple contracts or partial contracts if, after considering administrative burden, it is in IRI's best interest to do so.
7. Discussions with Bidders following the receipt of a bid do not constitute a rejection or counteroffer by IRI.
8. IRI will hold all submissions as confidential and shall not be disclosed to third parties. IRI reserves the right to share bids internally, across divisions, for the purposes of evaluating the bids.
9. If IRI continues to require the goods and services and the price remains reasonable and within market norms, resulting contract may be renewed each year for up to 5 years with 30 days' notice to the Contractor. Bidder must establish any price increase for each renewal year in the initial bid.
10. By submitting a bid, Bidder 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. Bidders confirm that the prices in the bid/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 RFQ, 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:
 - a. Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).
 - b. 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).
- c. Telecommunications or video surveillance services provided by such entities or using such equipment.
 - d. 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 bid submission:
- a. 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.
 - b. Any family or financial relationship with other bidders submitting bids. For example, if the bidder's father owns a company that is submitting another bid, the bidder must state this.
 - c. Any other action that might be interpreted as potential conflict of interest.
14. Bidders must possess the following technical criteria:
- a. At least 1 year of experience in chosen program area OR at least Master's degree in program area or related field;
 - b. Availability to travel around Ukraine;
 - c. Professional fluency in Ukrainian with preference give to candidates with additional levels of fluency in Russian and English .

Evaluation and Award Process:

1. Bids will be evaluated by IRI for compliance with administrative requirements, recent and relevant past performance and experience in performing of similar projects by the Bidder, technical capabilities and proposed technical approach, the qualifications of the personnel for the project, and price. 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 bids and reserves the right to make decisions based solely on the information provided with the initial bids. 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 were 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 bid 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 bid 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:

And intends to make an award to the responsible Offeror based on the following evaluation factors:

- a) technical evaluation, (including technical capabilities, proposed technical approach, and personnel qualifications) – 40 percent
 - *Relevant experience according to the CV and work experience provided (40 percent)*
- b) Past performance and experience in performing similar projects – 40 percent
 - *Past performance through reference letters, experience working with IRI or through work samples*
- c) Price – 20 percent
 - *Price as reflected in the daily rate (20 percent)*

IRI intends to evaluate Offerors' proposals in accordance with these factors and make an award to the responsible Offeror 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 Glafira Sydorchenko, at iriukraine@iri.org with the subject line "EURASIA2023U06o RFQ" by the deadline listed above.

IRI Obligations

Issuance of this RFQ does not constitute a contractual commitment on the part of IRI, nor does it commit IRI to pay for costs incurred in the preparation and submission of a bid.

Notice Listing Contract Clauses Incorporated by Reference

IRI is required to make the Bidder subject to the clauses of the prime award. The resulting agreement incorporates 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 Bidder is appropriate and applicable, references to "USAID" or "Department of State" shall be interpreted to mean "IRI", "Recipient" to mean "Contractor", and "Subrecipient" to mean "the Bidder". Included by reference are 2 C.F.R. 200 and USAID Standard Provisions for Non-US Non-governmental Organizations/US Department of State Standard Terms and Conditions.

EXPERT RATE INFORMATION

Name (<i>Last, First, Middle</i>)	Proposed Rate:	Daily	Hourly
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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

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #	Employment Period (<i>M/D/Y</i>)		Annual Salary ¹ U.S. Dollars
		From	To	

SPECIFIC EXPERT SERVICES

SERVICES PERFORMED/TITLE	CLIENTS NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #	Service Period (<i>M/D/Y</i>)		Units at Rate	Daily/Hourly Rate ² In U.S. Dollars
		From	To		

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.