

**Request for Proposal (RFP)**

Subject: Request for Proposals Number: RFP-2861-Vietnam PCD-04-07-15

The Institute of International Education (IIE) is seeking proposals to work on IIE's USAID-funded Partner Capacity Development Program in Vietnam. The selected Vietnamese organizations will provide support for interventions to local institutions including training, mentoring/coaching, assessments, and technical support. IIE anticipates awarding approximately two Indefinite Delivery Indefinite Quantity contracts with a period of performance from June 1, 2015-May 31, 2019 as a result of this solicitation.

IIE anticipates that the IDIQ resulting from this RFP will have a maximum estimated ceiling of \$235,000 USD over the 4-year ordering period. The maximum aggregate dollar value of task orders awarded to all contractors cannot exceed this contract ceiling. This ceiling is not being subdivided among the number of awardees nor is it being multiplied by the number of awardees. There is no guarantee on the number of task orders that the successful contractors will receive. Task Orders issued under this IDIQ may be either Firm Fixed Price or Cost Plus Fixed Fee awards. Firm Fixed Price task orders are preferred.

This RFP in no way obligates IIE to award a contract nor does it commit IIE to pay any cost incurred in the preparation and submission of a proposal.

**Synopsis of RFP**

RFP No.	RFP-2861-Vietnam PCD-04-07-15
Issue Date	April 14
Title	Partner Capacity Development Program
Issuing Office & Email/Physical Address for Submission of Proposals	USAID/ Vietnam Partner Capacity Development Program (PCD) Institute of International Education (IIE) Room 501, Building A1 Van Phuc Diplomatic Compound 298 Kim Ma, Ba Dinh, Hanoi, Vietnam Tel: +84.437262524 Fax: 84.437262523
Deadline for Receipt of Questions	No telephone inquiries will be accepted. Any clarification questions may be submitted to <a href="mailto:pcdvietnam@gmail.com">pcdvietnam@gmail.com</a> by April 22, 2015. Any interested bidder may request to see the questions and answers by notifying PCD by email.
Deadline for Receipt of Proposals	The deadline for submission is May 4, 2015 at 5:00 pm Hanoi time. Proposals submitted after this deadline will not be considered.
Point of Contact	<a href="mailto:pcdvietnam@gmail.com">pcdvietnam@gmail.com</a>
Anticipated Award Type	Firm Fixed Price or Cost Reimbursable Agreement.
Basis for Award	An award will be made based on the Trade Off Method. The award will be issued to the responsible and reasonable offeror who provides the best value to IIE and its client using a combination of technical and cost/price factors.

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**Attachment “A”- Background, Purpose, and Scope of Work**

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**Background**

USAID launched the Partner Capacity Development (PCD) Program in August 2014 to build institutional capacity of Vietnamese agencies, organizations and individuals in a wide range of issues that USAID is working on, including economic growth and inclusion, private sector partnerships and innovation, HIV/AIDS, climate change and disaster risk reduction, disability and vulnerable populations, avian and pandemic influenza, education, and environmental remediation. The implementer of this effort is the Institute of International Education (IIE), a US NGO with experience in education and capacity building sectors.

PCD conducted initial performance improvement assessments at four Vietnamese NGOs selected by USAID in November 2014. In line with the findings and performance gaps identified during this analysis, the PCD team recommended a series of interventions. An MOU was subsequently drafted and signed between each “target organization” and PCD that outlines the responsibilities of each party.

**Purpose**

The Institute of International Education (IIE) seeks two local collaborating organizations (LCOs) to coordinate these interventions and to conduct future performance improvement assessments. The LCO would provide the experts needed to carry out these activities under the guidance of the PCD program team and according to a Task Order that details the services to be provided and the estimated cost.

The expert services provided will result in measurable performance improvements in the target organizations. The list of target organizations will change as more are added, at the request of USAID/Vietnam, and others are graduated. Currently PCD is working with 4 Vietnamese NGOs that are partners of USAID/Vietnam, and one association in transition to legal status.

**Contract Type**

This is a multiple award Indefinite Delivery Indefinite Quantity Contract (IDIQ). IIE will issue Task Orders that are Cost-Plus-Fixed Fee (Completion or Term) (CPFF) or Firm Fixed Price (FFP).

**Period of Performance:** June 1, 2015-May 31, 2019

**Place of Performance:** Vietnam

**Statement of Work**Responsibilities and tasks of the LCO:

The selected LCO will work closely with the PCD team, the four PCD International Performance Advisors (IPAs), the Target Organizations (TOs) and other relevant stakeholders to provide performance improvement and organizational development assistance to organizations chosen for this program. The following tasks are illustrative of the work to be performed which will be customized for each organization according to the Task Order. Each TO will have a separate Work Plan and schedule based on the initial performance assessment. The LCO will be responsible for providing the appropriate experts to work with each TO to achieve the PCD objectives. The additional tasks and responsibilities for the LCO include:

1. Consult with PCD team and IPAs to clarify each task order statement of work and further understand the requirements from each TO. An IPA is designated for each TO’s work with Vietnamese experts in providing the services.

2. Provide skilled experts to work closely with the TO over a period of time to implement changes that result in increased performance. PCD retains the right to reject an expert proposed for work under the Task Order, or to request replacement of any expert already working under a Task Order.
3. Organize orientation sessions for all new experts, which will be facilitated by the PCD IPAs during their regular visits to Vietnam, to ensure that all experts reflect the PCD performance improvement methodology, called Human and Institutional Capacity Development (HICD). It is essential that LCO experts understand that this methodology is not primarily to provide “training” to employees of the TOs, but to collaborate with them to introduce and nurture changes that close the performance gaps that have been identified.
4. Carry out HICD assessments under IPA supervision for selected TOs. The number of TOs will be identified by PCD. The HICD assessment will lead to additional activities and interventions that will be detailed in Task Orders.
5. Monitor the provision of expert services to ensure quality and results. Working with the PCD staff, the LCO will verify that the TO identified by PCD is satisfied with the services the LCO is providing and/or recommend changes as needed.
6. Work closely with PCD to update activities of each expert and provide written reports as required in the Task Order and inform problems encountered in inducing performance improvements in the TOs.
7. Propose the level of efforts for each Task Order following PCD guidelines. No work can occur on the Task Order prior to signed approval from PCD.

### **Reporting Requirements**

This RFP describes an umbrella arrangement that contains no deliverables. Each Task Order will detail the reports and other deliverables associated with the work to be performed. Below is an illustrative list of the *reports* that would typically be contained in a Task Order:

- Written IPA final report which may include summaries and evaluation of organizational performance gaps conducted for target organizations, information and analysis gathered during assessments, and analysis of the current state of performance in the sector or geographic area in which the target organization being assisted is operating.
- Monthly update reports (if the activity takes place in the reporting month) consisting of a) meetings and information gathered from target organizations to which the Consultant is assigned, and b) progress made toward implementing the Solutions Package agreed-upon.

**Attachment “B”- Instructions**

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**SUBMISSION OF QUESTIONS**

All questions to this RFP shall be submitted via email to [pcdviệtnam@gmail.com](mailto:pcdviệtnam@gmail.com) no later than **May 4, 2015** at 5 p.m. Hanoi time. IIE will **not** provide technical guidance on preparation of your proposal regarding exact information to provide, cost or pricing, or any other technical requirement. No questions will be answered over the phone or in person; all questions must be submitted in writing. Responses to questions will be distributed to all offerors. Offerors must insert in the subject line of their email the full RFP Number and Name.

**COVER LETTER**

A cover letter shall be included with the Proposal on the firm’s letterhead with a duly authorized signature. Also, the letter should certify the validity of the proposal for 180 days from the date of acceptance and the Offeror’s acceptance of either Cost Plus Fixed Fee (completion) or Firm Fixed Price contract type.

**GENERAL INSTRUCTIONS TO OFFERORS**

- 1) Offerors are required to fully review all instructions and specifications contained in this RFP. Failure to so will be at the bidder’s risk.
- 2) Offerors must provide full, accurate, and complete information as required by this RFP. The proposal must be in English, and the budget must be in Vietnamese Dong (VND).

## **INSTRUCTIONS FOR THE PREPARATION OF THE TECHNICAL VOLUME**

The Proposal is limited to a maximum of 10 pages, single space, Times New Roman with 11 font. The Proposal will have the following sections:

- Cover Letter: 1 page maximum
- Proposals may be accompanied by an Annex (for example, indicating your organization's previous activities and CVs, but should not exceed 25 pages).
- Include up to 3 CVs (maximum of 2 pages each) of qualified experts who your organization will propose to work on the PCD program. CVs will not count toward the 5-page limit.
- The proposal and Annex, if any, must be submitted as a single electronic file (in pdf or Word) in an email to: [pcdvietnam@gmail.com](mailto:pcdvietnam@gmail.com)

### Format for your Proposal

Organize your proposal according to the following topics.

1. What are two reasons your organization is applying for this activity?
2. How will your organization learn and adopt the PCD Human and Institution Capacity Development (HICD) performance improvement methodology?
3. What is your organization's experience in recruiting, hiring and supervising experts to work in Vietnamese organizations?
4. What is your organization's experience in organizational capacity development in Vietnam?
5. What is your organization's experience working with Vietnamese organizations (for example, NGOs, CSOs, etc.)?

Under the Technical volume section, Offerors will demonstrate how they propose to fulfill the requirements mentioned in Attachment "A", Statement of Work/Technical Specifications. Also, the technical proposal should include relevant information that enables IIE to evaluate the technical proposal against the evaluation criteria listed in this solicitation.

## INSTRUCTIONS FOR THE PREPARATION OF COST VOLUME

Offerors are requested to submit a budget based on the following sample scenario. This activity is illustrative of the type of technical assistance conducted on PCD.

### Sample Scenario:

PCD is requesting intervention support of a Vietnamese NGO.

The tasks include:

- Conducting a more detailed staff and organizational capacity assessment to determine specific gaps in employee knowledge skills and organizational capacity,
- Designing several job aides to assist in job performance,
- Designing and delivering a 3-day training program
- Developing a coaching (5 sessions x 4 staff) program to take place during a 2 month time frame.

You are asked to provide a local expert to work closely with the IPA.

Deliverables will include a work plan, short assessment findings report, training/coaching design and materials, job aids, an organizational action plan, coaching progress report for each staff member, and final report at project conclusion. We anticipate that this task order will take up to 80 days over a 6 month time period,

### Cost Instructions:

- 1) Offeror shall provide a complete budget by cost element utilizing the provided (as an attachment to the proposal submission) budget template. All formulas must be displayed and the budget must not be locked. The Offeror must propose costs that it believes are realistic and reasonable for the work in accordance with the Offeror's technical approach.
- 2) The Offeror shall provide a budget narrative discussing the different cost elements to adequately justify the total estimated cost (as an attachment to the proposal submission). The budget narrative does not count as part of the 10 page limit on the Technical proposal. Any assumptions should be clearly stated. The information in the narrative should be in sufficient detail to allow a complete analysis. This should include a breakdown of cost elements associated with each line item. Travel should be identified separately and broken down by destination, number of trips, and number of travelers.
- 3) Offerors shall provide audited balance sheets and profit & loss statements for the last three complete years, AND a current year-to-date statement with the proposal. The profit and loss statements should detail the total cost of goods and services sold, including a listing of the various indirect administrative costs, and be supplemented with information on the Offeror's customary indirect cost allocation method together with supporting computations of the basis for the indirect cost rates if indirect cost rates are proposed. In the absence of an indirect cost rate, Offeror's may propose to direct bill any indirect costs as Other Direct Costs (ODCs) in their proposal budget. The amount listed for indirect costs should be clearly explained in the budget narrative, including how the amount allocated to the program was calculated.
- 4) Offeror is required to include all the necessary cost elements in their budget with sufficient details to allow the issuance of any type of subcontract such as Cost Plus Fixed Fee (CPFF) or Firm Fixed Price

## SUBMISSION INSTRUCTIONS

Offerors must submit their proposals no later than **May 4, 2015 at 5:00 pm Hanoi time. Proposals submitted after this deadline will not be considered.** The proposal must be accompanied by a cover letter typed on official letterhead and signed by authorized individual from the organization. Cover letter and the proposal should be in PDF, and the budget must be in unprotected Excel document. A proposal must be in English, and must be submitted electronically at the address mentioned below.

[pcdvietnam@gmail.com](mailto:pcdvietnam@gmail.com)

IIE reserves the right not to evaluate a non-responsive proposal. The issuance of this solicitation does not in any way obligate IIE to award a contract. Offerors are responsible for all costs incurred for the preparation and submission of their proposals. IIE reserves the right to reject any and all offers.

#### **REQUIREMENTS FOR BIDS TO BE DETERMINED RESPONSIVE**

- 1.) The bid must conform to all the technical specifications listed on the Attachment “A” Statement of Work/Technical Specifications. Proposals that do not comply will be determined non-responsive and rejected.
- 2.) Offeror must be eligible to receive US Government funding, is not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal Department or Agency. The Offeror must not be included on the Office of Foreign Assets Control (OFAC) Specially Designated Nationals List (SDN), the Al-Qaida Sanctions List established by Security Council resolution 1267, or be listed as an excluded party on the System for Award Management database.
- 3.) Proof of local registration or business licenses, insurances (such as Worker’s Compensation, Commercial Liability insurance, etc.)
- 4.) CVs for the proposed positions.

## SELECTION CRITERIA

I. Willingness to learn and adopt the PCD HICD performance improvement methodology **(15%)**

II. Proposed key management staff qualifications **(20%)**

III. Experience (years and range) of proposed consultants in specialty areas such as governance, strategy, finance, HR, advocacy and public communications, IT, training of trainers, fund-raising, etc. **(35%)**

- Individuals exceeding the minimum qualifications of 3 years will be scored higher.

IV. Experience in organizational capacity development working with Vietnamese organizations (NGOs, CSOs, etc.) in Vietnam **(30%)**

- Organizations exceeding the minimum experience of 3 years will be scored higher.

Total Criteria **100%**

IIE may award without any discussions. Therefore, initial proposal should contain the Subcontractor's best terms from a price and technical specifications standpoint. If discussions are necessary, the competitive range of offerors with whom discussions may be conducted will be determined by IIE. If IIE determines that the number of proposals that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, IIE may limit the number of proposals in the competitive range to the greatest number that will permit an efficient competition among the most highly rated proposals.

## SELECTION BY MEANS OF BEST VALUE DETERMINATION

IIE shall select for award by making a best value determination. A best value determination means that, in IIE estimation, the selected offer will provide the greatest overall benefit to the Project in response to the requirements stated in this RFP. IIE will use the trade-off process to make a best value determination, which means that it may be in the interest of IIE to consider award to other than the lowest priced offeror or other than the highest technically rated offeror. The evaluation factors and allocated points are presented in under the selection criteria section of this RFP. In total, the technical evaluation factors, when combined, are significantly more important than the total offered price. This process permits trade-offs among price and non-cost factors and allows IIE to accept other than the lowest price proposal. The perceived benefits of a higher price proposal shall merit the additional cost. However, even though technical factors are significantly more important than price, cost data will be evaluated on the basis of cost reasonableness, allowability and realism based on the following considerations:

- Are proposed costs realistic for the work to be performed under the award?
- Do the costs reflect a clear understanding of the work requirements?
- Are the costs consistent with the various elements of the Offeror's technical proposal?

**PRICES:** Quoted prices should be in Vietnamese Dong

**Attachment “C”- Form of Offer**

The Bidder shall prepare and submit a written Offer which includes the following statements completed in their entirety:

1. Having examined the Terms and Conditions of the RFP, the Statement of Work/Technical Specifications, for the execution of the Work, we, the undersigned, offer to execute, complete, and maintain the whole of the said Work in conformity with the, Statement of Work and Specifications.
2. We certify that we are not included on any list of suspended, debarred, or ineligible offerors used by the US Government.
3. We agree to abide by this Bid for the period of **180** days from the date fixed for receiving the same and it shall remain binding upon us and may be accepted at any time before the expiration of that period.
5. We understand and agree that IIE is not bound to accept the lowest or any bid it may receive.
6. We agree to issuance of any type of subcontract such as Cost Plus Fixed Fee (CPFF) or Firm Fixed Price (FFP).

Date: [mm/dd/yyyy]

Signature \_\_\_\_\_ in the capacity of \_\_\_\_\_ who is duly authorized to sign

bids for and on behalf of \_\_\_\_\_  
(Name of Offeror’s Company)

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Title: \_\_\_\_\_

## Attachment “D”- Evidence of Subcontractor Responsibility Statement

### 1. Authorized Negotiators

(Company Name) proposal for (Proposal Name) may be discussed with any of the following individuals. These individuals are authorized to represent (Company Name) in negotiation of this offer.

(List Names of Authorized signatories )

These individuals can be reached at (Company Name) office:

Address

Tel

Email

### 2. Ability to Comply - FAR 9.104-1(b)

(Company Name) is able to comply with the proposed delivery of performance schedule having taken into consideration all existing business commitments, commercial as well as governmental.

### 3. Record of Performance, Integrity, and Business Ethics - FAR 9.104-3(b) and Subpart 42.15

Subcontractor should insert a statement describing how long they have been in business, the types of contracts they have completed, etc. This section can also include a brief summary of internal controls and ethics policies.

### 4. Organization, Experience, Accounting and Operational Controls, and Technical Skills FAR 9.104-3(a)

(Subcontractor should explain which department and/or technical practice group within the company will be managing the subcontract, need to also mention the type of accounting and control procedure the subcontractor has to accommodate a Cost Reimbursement, or Indefinite Delivery Indefinite Quantity, or Fixed Price type subcontract)

### 5. Equipment and Facilities - FAR 9.104-3(a)

(Subcontractor should state if they have necessary facilities and equipment to carry out the subcontract)

### 6. Recovery of Vacation, Holiday and Sick Pay

(Subcontractor should explain how they recover the vacation, holiday, and sick leave)

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

**Attachment “E”- Source/Nationality Requirements**

Suppliers of any services financed with US federal program funds appropriated under the Foreign Assistance Act of 1961 must meet certain basic criteria regarding their source/nationality. The *Code of Federal Regulation - 22 CFR 228.12 Nationality of suppliers of Commodities and Services* - sets out the following criteria for eligibility for an organization:

*(1) Be incorporated or legally organized under the laws of a country in Code 937 (or other principal geographic procurement code designated in an implementing instrument);*

*(2) Must be operating as a going concern in a country in Code 937 (or other principal geographic procurement code designated in an implementing instrument), and either*

*(3) Be managed by a governing body, the majority of whom are citizens or lawful permanent residents (or equivalent immigration status to live and work on a continuing basis) of countries in Code 937 (or other principal geographic procurement code designated in an implementing instrument), or*

*(4) Employ citizens or lawful permanent residents (or equivalent immigration status to live and work on a continuing basis) of a country in Code 937 (or other principal geographic procurement code designated in an implementing instrument), in more than half its permanent full-time positions and more than half of its principal management positions.*

If an organization has a branch office in a particular country that will provide the services then that branch office should meet the above criteria. Further, this branch office should have the signing authority for any documents for the proposal and for the subsequent subcontract.

Please fill out the form in the next page to confirm your organization’s source/nationality requirements for the **RFP-2861-Vietnam PCD-04-07-15** (geo Code 937)

1) Indicate the Country in which your company is incorporated or legally organized:

\_\_\_\_\_

2) Is your company a going concern (primary place of doing business) in the country identified above?

Yes

No

3) **a.** Is your company managed by a governing body, the majority of whom are legal citizens or lawful permanent residents of the country identified above?

Yes

No

**OR**

**b.** Are more than half of your company's full-time employees and more than half of your principal management positions occupied by citizens or lawful permanent residents of the country identified above?

Yes

No

**Attachment “F” – Summary of Relevant Work Experience**

Include projects that best illustrate your work experience relevant to this RFP, sorted by decreasing order of completion date.

Projects should have been undertaken in the past three years. Projects undertaken in the past six years may be taken into consideration at the discretion of the evaluation panel.

#	Project Title	Description of Activities	Location Province/District	Client Name/Tel No	Cost in US\$	Start-End Dates	Completed on schedule (Yes/No)	Completion Letter Received? (Yes/No)	Type of Agreement – Subcontract, Grant, PO (fixed price, cost reimbursable )
1									
2									
3									
4									
5									
6									
7									
8									

**Attachment “G” – Proposal Cover Letter**

<Date>

TO: IIE

Ladies and Gentlemen:

We, the undersigned, offer to undertake the RFP- **– Insert RFP Number and project name here**, in accordance with your Request for Proposal dated **\_Month & Day\_**, 2015 and our Proposal (Technical and Price).

Our attached Proposal is for the sum of: **Amount in Words and figures (\$00000.00)**.

Our proposal shall be binding upon us, including mutually agreed upon modifications resulting from subcontract negotiations, up to **\_Month & Day\_** 2015, at which time the validity of our proposal will expire.

We understand that IIE is not required to accept and/or evaluate proposals that do not conform to the instructions of this RFP, and additionally, IIE may reject all proposals and not award a subcontract for this RFP. We also understand that the type of subcontract will be determined during negotiations and accept issuance of either Cost Plus Fixed-Fee (CPFF) or Firm Fixed-Price (FFP) type contracts.

Sincerely yours,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

**Attachment “H”- Financial Documents & Questionnaire**

Audited Financial Statements – Offerors must provide audited financial statements for the last three years and certified by an independent public accountant. If the Offeror does not have audited financial statements, internal financial reports must be submitted.

Accounting System & Financial Capability Questionnaire - The following questionnaire should be completed and submitted.

The main purpose of this questionnaire is to understand the systems adopted by your institution for financial oversight and accounting of funds, especially those provided through the U.S. Federal Government.

The questionnaire should be completed by the financial officer of your institution.

**SECTION A: General Information**

Please complete this section which provides general information on your institution.

Name of Institution: \_\_\_\_\_

Name and Title of Financial Contact Person: \_\_\_\_\_

Name of Person Filling out Questionnaire: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone, Email \_\_\_\_\_

Enter the beginning and ending dates of your institution's fiscal year:

From: (Month, Day) \_\_\_\_\_ To: (Month, Day) \_\_\_\_\_

**SECTION B: Internal Controls**

Internal controls are procedures which ensure that: 1) financial transactions are approved by an authorized individual and are consistent with U.S. laws, regulations and your institution's policies; 2) assets are maintained safely and controlled; and 3) accounting records are complete, accurate and maintained on a consistent basis. Please complete the following questions concerning your institution's internal controls.

1. Does your institution maintain a record of how much time employees spend on different projects or activities?

Yes:  No:

2. If yes, how?

\_\_\_\_\_  
\_\_\_\_\_

3. Do you maintain inventory records for your institution's equipment? Yes:  No:  (if no, explain)

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4. How often do you check actual inventory against inventory records?

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5. Are all financial transactions approved by an appropriate official? Yes:  No:

6. Does your institution use a payment voucher system or some other procedure for the documentation of approval by an appropriate official? Yes:  No:

7. Does your institution require supporting documentation (such as original receipts) prior to payment for expenditures? Yes:  No:

8. Does your institution require that such documentation be maintained over a period of time? Yes:  No:

If yes, how long are such records kept? \_\_\_\_\_

9. Are different individuals within your institution responsible for approving, disbursing, and accounting of transactions? Yes:  No:

10. Are the functions of checking the accuracy of your accounts and the daily recording of accounting data performed by different individuals? Yes:  No:

**SECTION C: Fund Control and Accounting Systems**

Fund Control essentially means that access to bank accounts and/or other cash assets is limited to authorized individuals. Bank balances should be reconciled periodically to the accounting records. If cash cannot be maintained in a bank, it is very important to have strict controls over its maintenance and disbursement.

An Accounting System accurately records all financial transactions, and ensures that these transactions are supported by documentation. Some institutions may have computerized accounting systems while others use a manual system to record each transaction in a ledger. In all cases, the expenditure of funds provided by IIE must be properly authorized, used for the intended purpose, and recorded in an organized and consistent manner.

1. Does your institution maintain separate accounting of funds for different projects by:

Separate bank accounts:  A fund accounting system:

2. Will any cash from the subcontracts be maintained outside a bank (in petty cash funds, etc.)? Yes:  No:

If yes, please explain the amount of funds to be maintained, the purpose and person responsible for safeguarding these funds.

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3. If your institution doesn't have a bank account, how do you ensure that cash is maintained safely?

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4. Does your institution have written accounting policies and procedures? Yes:  No:

5. Are your financial reports prepared on a: Cash basis:  Accrual basis:

6. Is your institution's accounting system capable of recording transactions, including date, amount, and description?  
Yes:  No:

7. Is your institution's accounting system designed to detect errors in a timely manner? Yes:  No:

8. Are reconciliations between bank statements and accounting records performed monthly and reviewed by an appropriate individual? Yes:  No: