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A.1 BACKGROUND

The Global community is in the midst of a growing response to health crises in developing countries, which is focused on mobilizing financial resources and increasing access to essential medicines. However, the response has yet to tackle the most important aspect of health-care systems - the people that make them work. Human resources for health - the personnel that deliver public health, clinical, and environmental services - are in disarray and decline in much of the developing world. The reasons behind this disorder are complex. For decades, efforts have focused on building training institutions. What is becoming increasingly clear, however, is that issues of **supply**, **demand**, and **mobility** (internal, regional, and international) are central to the human-resource problem. Without substantial improvements in workforces, newly mobilized funds and commodities will not deliver on their promise. The global community needs to engage in four core strategies: raise the profile of the issue of human resources; improve the conceptual base and statistical evidence available to decision-makers; collect, share, and learn from country experiences; and begin to formulate and enact policies at the country level that affect all aspects of the crisis.

Development and support of the people who constitute the human infrastructure of health-care systems is essential for achieving better health. To reverse decades of neglect, decision-makers should begin now, first by recognizing the problem and second by fixing it through the immediate implementation of potentially effective strategies. Human resources do not exist in a vacuum, and great investment must be made to facilitate the systems to foster the efficacy of human resources for health. USAID/Jordan has recognized the importance of human resource assessment and development and has encouraged the Minister of Health and the Secretary General, MOH, of the fundamental importance of human resources and the development of new methods and strategies.

Management of human resources should no longer be viewed as a simple matter of workforce planning or expanding professional education. New factors have fundamentally altered the landscape and, correspondingly, demand new strategies for their implementation. In approaching the challenges to human resources, consideration should be given to at least three aspects of workforce development - **supply, demand, and mobility**.¹

The Ministry of Health in Jordan, while better off in some respects than other country MOHs, recognizes that it needs to undertake a serious and in-depth analysis of its current and long-term human resource needs in regard to *supply, demand* and *mobility* in order to better position itself for the future.

In October 2003, USAID conducted a consensus building strategic planning workshop where the new five-year Population and Family Health

¹ "Responding to the global human resource crisis," The Lancet - Volume 363 - May 1, 2004 (pages 1469- 1472)

strategy for 2004 - 2009 was jointly developed with the MOH and the other Jordanian counterparts and partner organizations working in health. The workshop recommendations in the "Outcome of the Consensus-building Workshop" report highlighted the need to develop a human resource assessment and development plan as this important planning and decision making tool does not exist within the MOH system.

In addition, the Minister of Health and Secretary General of the MOH on several occasions requested USAID/Jordan's PFH Team to provide the MOH with technical assistance (TA) in this area.

Relationship to SO9: Improved Social Sector Development and Governance:

This activity will directly contribute to SO 9 "Improved Social Sector Development and Governance" as well as IR 9:1 "Improved Health Status for All Jordanians." More directly, this activity will impact sub-result 9.1.2 "Improved Health Policies, Systems and Strategies" since the human resource assessment and development would assist the public sector decision makers in improving the MOH policies and systems related to manpower management and training, enforcing job descriptions, establishing performance based incentives and modifying the recruitment systems to meet the needs of the MOH. In addition this activity will also impact sub-result 9.1.1 "Improved Quality of and Access to Health Care Services and Information" as the human resource development plan will improve the performance and satisfaction of managers and service providers and therefore, will reflect positively on the quality of health care services.

A.2 TITLE

Technical Assistance to the Jordan Ministry of Health to develop a "Human Resource Assessment and Development Plan".

A.3 OBJECTIVE

1. Assess the adequacy of the present staffing of health facilities at primary, comprehensive and hospital facilities and at district and governorate management level.
2. Document the distribution and qualifications of managerial, technical and administrative staff within the central MOH and bodies related to supporting the functions of the MOH.
3. Provide MOH with quantitative information about the numbers of staff required for full staffing of the health facilities of the public sector and design on this basis a plan which describes the training needs to achieve the full staffing over the next decade.
4. Assess the current employment policies and practices to explore how current regulations and practices facilitate or hinder effective human resource management.

5. Assess the adequacy of the present training capacity in the country and define the possible need for extra facilities and trainers in qualitative and quantitative terms.

A.4 STATEMENT OF WORK

This activity will be implemented through short-term technical assistance from Initiatives Inc. A small team of expatriate experts in the area of Human Resource Development and Manpower Planning is expected to provide the needed support for this activity over approximately a nine-month period starting on/about July 2004. In addition, Initiatives Inc. is required to propose any needed support staff from Initiatives Inc. or to be recruited locally.

The primary outcome of this activity is a MOH Human Resource Assessment and Development Plan. The required deliverables are:

1. Human Resource Analysis that includes: (a) Current situation analysis; (b) Assessment of present employment practices; and (c) Determination of staff requirements.
2. Motivation Study
3. Compensation Study
4. Summary of Findings and Recommendations

Deliverables/Benchmarks

Deliverables: The following major deliverables are the requirements of the Task Order.

1. Human Resource Analysis that includes: (a) Current situation analysis; (b) Assessment of present employment practices; and (c) Determination of staff requirements.
2. Motivation Study
3. Compensation Study
4. Summary of Findings and Recommendations

Benchmarks: Specific benchmarks will be worked out with USAID and the MOH at the start of Phase I. However, as the phasing suggests, the four phases should be conducted in sequential order and all the deliverables should be completed within the approximately nine month period from on/about July 2004.

A.5 DIFFERENTIALS AND ALLOWANCES (JULY 1996)

(This clause does not apply to TCN or CCN employees. TCN and CCN employees are not eligible for differentials and allowances, unless specifically authorized by the cognizant Assistant Administrator or

Mission Director. A copy of such authorization shall be retained and made available as part of the contractor's records which are required to be preserved and made available by the "Examination of Records by the Comptroller General" and "Audit" clauses of this contract).

(a) Post differential. Post differential is an additional compensation for service at places in foreign areas where conditions of environment differ substantially from conditions of environment in the continental United States and warrant additional compensation as a recruitment and retention incentive. In areas where post differential is paid to USAID direct-hire employees, post differential not to exceed the percentage of salary as is provided such USAID employees in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 500 (except the limitation contained in Section 552, "Ceiling on Payment") Tables-Chapter 900, as from time to time amended, will be reimbursable hereunder for employees in respect to amounts earned during the time such employees actually spend overseas on work under this contract. When such post differential is provided to regular employees of the Contractor, it shall be payable beginning on the date of arrival at the post of assignment and continue, including periods away from post on official business, until the close of business on the day of departure from post of assignment en route to the United States. Sick or vacation leave taken at or away from the post of assignment will not interrupt the continuity of the assignment or require a discontinuance of such post differential payments, provided such leave is not taken within the United States or the territories of the United States. Post differential will not be payable while the employee is away from his/her post of assignment for purposes of home leave. Short-term employees shall be entitled to post differential beginning with the forty-third (43rd) day at post.

(b) Living quarters allowance. Living quarters allowance is an allowance granted to reimburse an employee for substantially all of his/her cost for either temporary or residence quarters whenever Government-owned or Government-rented quarters are not provided to him/her at his/her post without charge. Such costs are those incurred for temporary lodging (temporary quarters subsistence allowance) or one unit of residence quarters (living quarters allowance) and include rent, plus any costs not included therein for heat, light, fuel, gas, electricity and water. The temporary quarters subsistence allowance and the living quarters allowance are never both payable to an employee for the same period of time. The Contractor will be reimbursed for payments made to employees for a living quarters allowance for rent and utilities if such facilities are not supplied. Such allowance shall not exceed the amount paid USAID employees of equivalent rank in the Cooperating Country, in accordance with either the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 130, as from time to time amended, or other rates approved by the Mission Director. Subject to the written approval of the Mission Director, short-term employees may be paid per diem (in lieu of living quarters allowance) at rates prescribed by the Federal Travel Regulations, as from time to time amended, during the time such short-term employees spend at posts of duty in the Cooperating Country under

this contract. In authorizing such per diem rates, the Mission Director shall consider the particular circumstances involved with respect to each such short-term employee including the extent to which meals and/or lodging may be made available without charge or at nominal cost by an agency of the United States Government or of the Cooperating Government, and similar factors.

(c) Temporary quarters subsistence allowance. Temporary quarters subsistence allowance is a quarters allowance granted to an employee for the reasonable cost of temporary quarters incurred by the employee and his family for a period not in excess of (i) 90 days after first arrival at a new post in a foreign area or a period ending with the occupation of residence (permanent) quarters, if earlier, and (ii) 30 days immediately preceding final departure from the post subsequent to the necessary vacating of residence quarters, unless an extension is authorized in writing by the Mission Director. The Contractor will be reimbursed for payments made to employees and authorized dependents for temporary quarters subsistence allowance, in lieu of living quarters allowance, not to exceed the amount set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 120, as from time to time amended.

(d) Post allowance. Post allowance is a cost-of-living allowance granted to an employee officially stationed at a post where the cost of living, exclusive of quarters cost, is substantially higher than in Washington, D.C. The Contractor will be reimbursed for payments made to employees for post allowance not to exceed those paid USAID employees in the Cooperating Country, in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 220, as from time to time amended.

(e) Supplemental post allowance. Supplemental post allowance is a form of post allowance granted to an employee at his/her post when it is determined that assistance is necessary to defray extraordinary subsistence costs. The Contractor will be reimbursed for payments made to employees for supplemental post allowance not to exceed the amount set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 230, as from time to time amended.

(f) Educational allowance. Educational allowance is an allowance to assist an employee in meeting the extraordinary and necessary expenses, not otherwise compensated for, incurred by reason of his/her service in a foreign area in providing adequate elementary and secondary education for his/her children. The Contractor will be reimbursed for payments made to regular employees for educational allowances for their dependent children in amounts not to exceed those set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 270, as from time to time amended. (See Standardized Regulation 270)

(g) Educational travel. Educational travel is travel to and from a school in the United States for secondary education (in lieu of an educational allowance) and for college education. The Contractor will

be reimbursed for payments made to regular employees for educational travel for their dependent children provided such payment does not exceed that which would be payable in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 280, as from time to time amended.

(See Standardized Regulation 280) Educational travel shall not be authorized for regular employees whose assignment is less than two years.

(h) Separate maintenance allowance. Separate maintenance allowance is an allowance to assist an employee who is compelled, by reason of dangerous, notably unhealthful, or excessively adverse living conditions at his/her post of assignment in a foreign area, or for the convenience of the Government, to meet the additional expense of maintaining his/her dependents elsewhere than at such post. The Contractor will be reimbursed for payments made to regular employees for a separate maintenance allowance not to exceed that made to USAID employees in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 260, as from time to time amended. (See Standardized Regulation 260)

(i) Payments during evacuation. The Standardized Regulations (Government Civilians, Foreign Areas) provide the authority for efficient, orderly, and equitable procedure for the payment of compensation, post differential and allowances in the event of an emergency evacuation of employees or their dependents, or both, from duty stations for military or other reasons or because of imminent danger to their lives. If evacuation has been authorized by the Mission Director the Contractor will be reimbursed for payments made to employees and authorized dependents evacuated from their post of assignment in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 600, and the Federal Travel Regulations, as from time to time amended. (See Standardized Regulation 600)

(j) Danger pay allowance.

(1) The contractor will be reimbursed for payments made to its employees for danger pay not to exceed that paid USAID employees in the cooperating country, in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 650, as from time to time amended. (See Standardized Regulation 650)

(2) Danger pay is an allowance that provides additional compensation above basic compensation to an employee in a foreign area where civil insurrection, civil war, terrorism or wartime conditions threaten physical harm or imminent danger to the health or well-being of the employee. The danger pay allowance is in lieu of that part of the post differential which is attributable to political violence. Consequently, the post differential may be

reduced while danger pay is in effect to avoid dual crediting for political violence.

A.6 TECHNICAL DIRECTIONS

Technical Directions during the performance of this task order shall be provided by the Technical Officer as stated in Block 5 of the cover page pursuant to Section F of the contract.

A.7 TERM OF PERFORMANCE

a. Work shall commence on the date noted in Block 7 of the cover page. The estimated completion date is reflected in Block 8 of the cover page.

b. Subject to the ceiling price of this task order and the prior written approval of the Technical Officer (see Block No. 5 on the Cover Page), the contractor may extend the estimated completion date, provided that the extension does not cause the elapsed time for completion of the work, including the furnishing of all deliverables, to extend beyond 60 calendar days from the original estimated completion date. Prior to the original estimated completion date, the contractor shall provide a copy of the Technical Officer's written approval for any extension of the term of this task order to the Contracting Officer; in addition, the contractor shall attach a copy of the Technical Officer's approval to the final voucher submitted for payment.

c. It is the contractor's responsibility to ensure that the Technical Officer-approved adjustments to the original estimated completion date do not result in costs incurred that exceed the ceiling price of this task order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the task order.

d. Adjustments that will cause the elapsed time for completion of the work to exceed the original estimated completion date by more than 60 calendar days must be approved in advance by the Contracting Officer.

A.8 WORKDAYS ORDERED

a. Functional Labor Category & Specialist

Functional Labor Category & Specialist	Workdays Ordered	Burdened Daily Rate	Fixed Total
<u>US Staff</u>			
Senior Technical Advisor Jennifer A. Huddart*	74.00	xxxxxxx	\$ xxxxxxx
HR Specialist Joyce V. Lyons*	48.00	xxxxxxx	\$ xxxxxxx
Project Manager (TBD)	130.00	xxxxxxx	\$ xxxxxxx
Administrative Support J. Jarvis	28.00	xxxxxxx	\$ xxxxxxx
Project Director Joyce V. Lyons	6.00	xxxxxxx	\$ xxxxxxx
Sub-Total			\$ xxxxxxx
<u>TCN</u>			
HR Planner Peter Hornby*	28.00	xxxxxxx	\$ xxxxxxx
Data Collection TBD	79.00	xxxxxxx	\$ xxxxxxx
Data Entry/Analysis TBD	40.00	xxxxxxx	\$ xxxxxxx
Sub-Total			\$ xxxxxxx
<u>CCNs</u>			
Project Director Anis Jabsheh	4.00	xxxxxxx	xxxxxxx
Project Manager Marwan Samadi	28.00	xxxxxxx	xxxxxxx
Technical Advisor Eyas Qatanani	54.00	xxxxxxx	xxxxxxx
Sub-Total			xxxxxxx
Total			xxxxxxx

b. The individuals identified above with an astric are designated as key personnel pursuant to Section F.5 of the contract.

c. Subject to the ceiling price established in this delivery order and the prior written approval of the Technical Officer, the contractor may adjust the number of workdays actually employed in the performance of the work by each position specified in this order. The contractor shall attach a copy of the Technical Officer's approval to the final voucher submitted for payment.

d. It is the contractor's responsibility to ensure that the Technical Officer-approved adjustments to the workdays ordered for each functional labor specialist do not result in costs incurred which exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the ceiling price.

A.9 CEILING PRICE

For Workdays Ordered XXXXXXX

For Other Direct Costs XXXXXXX

Ceiling Fee XXXXXXX

Ceiling Price XXXXXXX

The contractor will not be paid any sum in excess of the ceiling price.

A.10 USE OF GOVERNMENT FACILITIES AND PERSONNEL

(a) The contractor and any employee or consultant of the contractor is prohibited from using U.S. Government facilities (such as office space or equipment), or U.S. Government clerical or technical personnel in the performance of the services specified in the task order, unless the use of Government facilities or personnel is authorized in advance, in writing, by the Contracting Officer.

(b) If at any time it is determined that the contractor, or any of its employees or consultants, have used U.S. Government facilities or personnel either in performance of the contract itself, or in advance, without authorization in, in writing, by the Contracting Officer, then the amount payable under the contract shall be reduced by an amount equal to the value of the U.S. Government facilities or personnel used by the contractor, as determined by the contracting officer.

(c) If the parties fail to agree on an adjustment made pursuant to this clause it shall be considered a "dispute" and shall be dealt with under the terms of the "Disputes" clauses of the contract.

A.11 DUTY POST

The Duty Post for this task order is Amman, Jordan.

A.12 WORKWEEK

The contractor is authorized up to a 6-day workweek in the field with no premium pay.

A.13 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this order is 000.

A.14 EXECUTIVE ORDER ON TERRORISM FINANCING

The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.