

**Request for Proposals
Macedonia Judicial Strengthening Project**

**Strategic Planning Process for Developing the Strategic Plans of the
Academy for Judges and Public Prosecutors (Academy), Basic Court Skopje
1, and Basic Court Skopje 2**

Issue Date:	May 12, 2014
Closing Date for Questions and Expressions of Interest:	May 19, 2014, at 16:00 CET (Skopje time)
Response to questions	May 21, 2014
Deadline for Submission of Proposals:	May 27, 2014, at 16:00 CET (Skopje time)
Request for Proposal Number:	RFP JSP 2014-X
Attachments:	A – Scope of Work B – Business Size/Type Form C – Firm Reference Form D – Vendor Qualifications Questionnaire E – Nationality of Supplier Certification F - Deliverables Plan G – Quarterly Activity Schedule H – Cost Proposal Template
Type of Contract:	Firm Fixed-Price Award

Dear Sir/Madam:

The Macedonia Judicial Strengthening Project (JSP) invites interested bidders to submit a proposal for facilitating a “Strategic Planning Process for Developing the Strategic Plans of the Academy for Judges and Public Prosecutors (Academy), Basic Court Skopje 1, and Basic Court Skopje 2.” Please find attached a description of the technical requirements in **Attachment A – Scope of Work**.

JSP will award one or multiple, firm fixed-price subcontract(s) with payments issued upon submission and approval of pre-established deliverables in accordance with the subcontract’s payment schedule to the successful vendor for the strategic planning process activity. JSP and the successful bidder(s) will establish the final payment schedule during contract negotiations.

Please note that the costs of preparing the proposals and of negotiating a subcontract are not reimbursable.

1. EXPRESSIONS OF INTEREST AND QUESTIONS

Please submit expressions of interest and/or any questions in response to this Request for Proposal (RFP) via email to natasa.kostadinowska@judicialsupport.org by May 19, 2014, at 16:00 CET (Skopje time). Please use the subject line “RFP JSP 2014-X.” JSP will share all questions and responses with all bidders on May 21, 2014. Only bidders that expressed interest in this RFP will be considered for the evaluation of their proposals.

2. SUBMISSION REQUIREMENTS

Proposals must be submitted by e-mail no later than May 27, 2014 at 16:00 (4:00 pm) CET (Skopje time). The JSP will not consider proposals received after this deadline.

3. GENERAL REQUIREMENTS

Bidders having the interest, technical expertise and capability of carrying out the tasks per the Scope of Work (SOW) are requested to submit a financial and technical proposal. Tt DPK reserves the right to issue one or more awards in response of this RFP. The successful technical and financial proposal, as negotiated, shall be incorporated into the resultant contract.

Bidders should submit their proposals and attach two separate packages -one for the technical proposal and another one for the cost proposal.

Source and Nationality Requirements

Only local Macedonia-registered firms are eligible to submit offers. The place for the implementation of the work will be mainly in Skopje, Macedonia, with possible occasional activities in other venues within the Republic of Macedonia as may be proposed by the vendor.

Bidders shall complete and sign the attached *Source and Nationality Certification* form (**Attachment E**). Proposals that do not include this certification may not be considered.

4. TECHNICAL PROPOSAL REQUIREMENTS

The offered services should meet the terms set forth in **Attachment A - Statement of Work**. The technical proposal shall be organized as follows:

a. Section 1 – Description of Firm

The proposal must include a brief description of the firm, which illustrates overall technical capabilities to meet the terms of this solicitation, as well as, the address, telephone numbers, and “remit to” address if different than mailing address. **Attachments B** (Business Size Form) and **C** (Firm Reference Form) should be also included in this section.

b. Section 2 – Eligibility Requirements Compliance

The proposal needs to include under this section the following attachments:

- Completed **Attachment D** “Vendor Qualification Questionnaire.”

c. Section 3 – Technical Approach

Methodology

This proposal must include a detailed narrative describing the bidder's technical planned approach and available resources to perform each of the tasks described in **Attachment A**. Wherever appropriate, the bidder should highlight the specific experience its staff has had in performing similar work in the past. The bidder should also identify potential problems that it foresees in completing this work and should present its approach for mitigating these problems.

Schedule of Activities

Tt DPK included a template for a project schedule of activities and deliverable plan in **Attachment E**. The bidder must review each of the tasks identified on this schedule and develop a proposed schedule and comment on how they will meet this schedule. Tt DPK welcomes bidder suggestions on how the schedule can be accelerated.

Personnel

The bidder must identify the principle personnel who will be assigned to this project and the percentage of their time which will be applied during the project. The professional qualifications of these individuals and their relevant past experience on similar assignments must be included. The bidder shall list the names of all key personnel proposed for implementation of the work, and include their respective CVs¹.

This section shall also include a table outlining the level of effort and work activities per phase of implementation as follows (Refer to Section D. Key Personnel of the Scope of Work)

Corporate Background and References

The bidder shall list at least two prior subcontracts of a similar nature that they have performed over the last three years. Client contacts with e-mail addresses must be included along with permission for Tt DPK to contact these references to request input on:

- The quality of the work performed
- The timeliness of the effort performed by the bidder
- Whether the client would use bidder's services should they have similar needs in the future.

Period of Performance

This assignment as described in the statement of work should be completed in incremental steps starting from June 10, 2014 until October, 17 2014.²

Exceptions to the RFP

¹ Each curriculum vitae should accurately reflect the following information:

- Education record;
- Relevant work experience;
- Period of performance in each job position.

Technical proposals that do not include the **curriculum vitae** of each key personnel will be **disqualified**

² Courts have a recess from July 15 until August 15

Any variations in the type of services called for in this RFP and described in your proposal will not be accepted unless the variation has been caused by changes made by JSP. Any exceptions to the RFP should be noted in this section.

Bidders should include any other relevant information to meet the Statement of Work.

Important Note: DO NOT include prices in the Technical Proposal.

5. COST PROPOSAL REQUIREMENTS

Bidders should submit their cost proposal in the template provided in **Attachment H – Cost Proposal Template**. Bidders may modify or add line items in the budget template as appropriate, but the main costs elements (**salaries, consultants, travel & transportation, seminars, workshops, and indirect costs**) must remain in the template. All costs should be proposed in Macedonian local currency (Denars). Cost proposals must also be accompanied by budget notes to enable JSP to determine how the bidder arrived at the following cost estimates:

- Breakdown of Level of Effort cost by person-day;
- Direct Material Cost by item;
- Travel-related costs being proposed;
- Other direct costs being proposed; and
- Proposed profit, if any.

VAT expenses must be identified separately and included in the spreadsheet as well. The JSP cannot accept a total lump-sum only estimate.

The bidders must include all expenses from this RFP, including the same items and services required, and comply 100% with the statement of work. This allows JSP to compare prices and expense from all the bidders.

Prices proposed by the bidders must remain valid for 90 calendar days.

Bidders must itemize prices for each category identified. The JSP cannot accept a total lump-sum only price.

The JSP expects that bidders' prices will cover all costs and expenses incurred towards carrying out the required services including labor, travel and accommodation for consultants and participants, other expenses and fee. The only circumstance under which the JSP will accept any price changes from what is included in the bidder's quotation, or will accept additional charges beyond what is included in the bidder's quotation, is if the JSP modifies the quotation requirements in writing to all prospective bidders.

The JSP will assume that all prices include any necessary additional costs, or additional costs are listed as a separate line item elsewhere. Otherwise, the JSP will assume that there are no additional costs associated with the proposed prices.

If the bidder proposes any variations in the type of services called for in this RFP in the Exceptions to the RFP section, the bidders should quote separately these proposals.

Quoted prices should include English language copies of all certification documents required under the Proposal Requirements section of this RFP.

6. PROPOSAL EVALUATION

JSP will select the bidder with the technical and financial proposals that offer the most cost-effective technical approach, most favorable delivery items, and best overall procurement value. Bidders are encouraged to propose the least expensive yet best quality services.

The evaluation committee appointed by the JSP shall carry out its evaluation, applying the following evaluation criteria:

a. Part I – Technical Evaluation Criteria:

A. Bidder’s response to Technical Requirements (40 Points)

- a. Description of the Firm & Eligibility Compliance (5 points);
- b. Technical Approach (includes agenda and deliverables) (20 points in total; 10 points each);
- c. **Attachment G** - Proposed Schedule of Activities (15 points).

B. Past Performance/Organizational Capacity of Institution (30 points)

- a. Relevant experience and capabilities of key technical staff (10 points).
- b. Relevant corporate background and capabilities (10 points).
- c. Relevant history of success with similar projects by examining recommendations from prior/current clients (10 points).

Technical Evaluation Scoring – Possible Total Score 70

b. Part II – Cost Evaluation Criteria:

A. Cost Effectiveness (30 points):

- a. Comparison with internal estimate (10 points);
- b. Comparison with other bidder’s proposals (10 points);
- c. Cost realism - feasibility, reasonableness, and completeness (10 points).

Cost Evaluation Scoring – Possible Total Score 30

Possible Total Score: Part I (70 points) + Part II (30 points) = 100 points

Prior to the expiration of the proposal, the JSP shall notify the bidder that scored the highest and invite the bidder to negotiate the contract. JSP may hold and or conduct more than one meeting, communication, and discussion to negotiate the best price. The aim is to reach agreement on all points and initial a draft contract by the conclusion of negotiations. If a contract cannot be negotiated with the top ranking bidder, JSP reserves the right to commence negotiations with other successful bidders. All unsuccessful bidders will be notified once the successful bidder has been awarded a contract.

In the course of negotiations, the JSP may reject any or all offers if such action is in the interest of JSP or its client, USAID; may accept other than the lowest offer; and, may waive informalities and minor irregularities in offers/quotes received as determined by the JSP.



The subcontractor award will be contingent on USAID approval.

The JSP's estimated schedule for issuing a contract for this effort is as follows:

Complete Proposal Evaluation	On or about May 31, 2014
Award Subcontract	On or about June 6, 2014

Sincerely,

A handwritten signature in black ink, appearing to be 'N. Ivanovska'.

Nevenka Ivanovska
Chief of Party
Macedonia Judicial Strengthening Project

Attachment A Statement of Work

Strategic Planning Process for Developing the Strategic Plans of the Academy for Judges and Public Prosecutors (Academy), Basic Court Skopje 1, and Basic Court Skopje 2

A. Project Objective

The Judicial Strengthening Project (JSP) supports a more independent, efficient and consistent application of judicial policies and practices. JSP aims to empower the judiciary to take the lead on judicial reform issues by focusing on increasing the judiciary's role in developing its own laws, regulations, policies, and plans.

JSP seeks to contribute to the attainment of these goals by supporting the development of strategic plans for the Academy for Judges and Public Prosecutors (Academy), Basic Court Skopje 1, and Basic Court Skopje 2 that outline their visions, goals, objectives, and structure as well as their priority activities for the next three years.

B. Activities and Deliverables

The following table outlines each of the expected deliverables under this scope of work as well as list illustrative activities to complete each deliverable:

Deliverable 1: Initial Assessment
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1

9	Present and review the strategic plans with designated actors from the three institutions, as determined by JSP
10	Finalize the three year strategic plans and action plans after consultation and input from the relevant institution actors and JSP
Deliverable 4: Final Report	
11	Submission of Final Report with all strategic plans attached
	<i>Additional items at discretion of proposed vendor to be added, if necessary</i>

Bidders shall propose and implementation methodology to carry out the required activities to complete each of the deliverables outlined above and implement a methodology for each of the activities and tasks as well as the deliverables described in following sections.

Bidders should propose an accurate timeframe for the development and submission of all deliverables for which the bidder should include a clear and logical “Deliverables Plan.” Please follow the following steps in completing the **Deliverables Plan in Attachment F**:

1. Complete the whole “Deliverables Plan” table
2. Under the “Resources required” enter the names of the key personnel involved in the implementation of each activity
3. Use as many rows as you need, follow the sequence numbers shown
4. Number the pages as appropriate
5. On each new page have column title row
6. The text you enter should be clear and simple, but enter whatever you think is required into a table cell
7. Within the columns “Start Date” and “Finish Date,” enter dates in format DD.MM.YYYY
8. In the “Activity Description” column, enter the Project tasks as they exist into the Proposal Price form (copy/paste)
9. Bidders are encouraged to propose additional deliverables and activities, if they deem it appropriate

C. Key Personnel

The following key personnel are required:

1. **Team Leader/Coordinator** with at least eight years of experience leading capacity building activities for public entities, NGOs, CSOs and/or similar organizations;
2. **Strategic Planning Expert** with at least five years of relevant experience studying or working in the judicial sector; and
3. **Organizational Development Expert** with at least five years of relevant work experience conducting institutional and organizational capacity building trainings, forums, roundtables, and group discussions.

For the proposal: Bidders shall complete the following table outlining the proposed level of effort to be used and work activities to be carried out by each key personnel for the completion of each deliverable described in the SOW.

Key Personnel	Level of Effort (in number of working days)	Work Activities
Team Leader/Coordinator		
Strategic Planning Expert		
Organizational Development Expert		

D. Copyright

Copyright properties for materials produced under this RFP shall be to the ownership of the JSP and USAID.



**Attachment B
BUSINESS SIZE/TYPE FORM**

NAME: _____

ADDRESS: _____

TELEPHONE NO.: _____ FAX: _____

PRINCIPAL CONTACT: _____

TITLE: _____

DATE FOUNDED: _____ NO.OFEMPLOYEES: _____

PERCENTAGE OF GOVERNMENT OWNERSHIP: _____

BUSINESS/ORGANIZATION TYPE

- Wholly Government Owned
- Partially Government Owned
- Government Affiliated
- 100% Privately Owned
- Women-Owned
- Foreign Owned/Controlled
- Non-Commercial Organization
- Voluntary Organization.
- Public or Private Organization for the Handicapped
- Non-profit Organization

SIGNED: _____

DATE: _____

TITLE: _____

SERVICE/COMMODITY (Type) _____

INCLUDE CAPABILITY STATEMENT AND DESCRIBE ANY INTERNATIONAL EXPERIENCE (a separate page is acceptable).

**Attachment C
Firm Reference**

Strategic Planning Process for Developing the Strategic Plans of the Academy for Judges and Public Prosecutors (Academy), Basic Court Skopje 1, and Basic Court Skopje 2

Please provide at least three (3) references for similar projects implemented within the past three (3) years and above \$15,000. The references should include institutions where SERVICES provided have been **Fully Implemented**. Please use the format below (one sheet per reference stated). You can submit more than one sheet per reference in the case that several activities were implemented under a certain institution.

Please note: The contact person should be a representative of the referenced institution. The reference will be contacted in May 2014.

GENERAL BACKGROUND

Name of Company or Institution:	
Phone:	E-mail:
Address:	
Contact person:	Title:
Service Dates: from DD.MM.YY to DD.MM.YY	
Number of Reference sites served:	
Summary of Project:	
Estimated Project Cost: \$	Number of Employees:

Reference Form explanation

1. General Background

- a. The whole form must be completely filled, from ‘**Name of the Company or Institution**’ to ‘**Number of Employees.**’.
- b. **Performance Period:** Enter the performance period dates. If period ends before May 1st 2011, the Reference will be disregarded as it would be beyond the 3-year period indicated. If you have performed more than one project with this Reference within the same period, it is acceptable.
- c. **Number of Reference sites served:** State number of locations (if applicable) where the services were conducted for the institution.
- d. **Summary of Project:** Describe in short the highlights of the Project.
- e. **Estimated Project Cost:** Enter the cost of the referenced Project

Attachment D

Specific evidence of the following shall be provided in the proposal:

ATTACHMENT D - OFFEROR QUALIFICATION QUESTIONNAIRE		
1	Fiscal Information: (Bank, address, phone, fax, etc).	
2	Evidence of registration with relevant authorities: (Macedonian companies only)	YES: _____ NO: _____
3.	Requirements in payment and amount of capital assets. Evidence of solvency (Macedonian companies only)	
4	Availability of Local Maintenance Centers (or terms of maintenance provision).	<i>If yes, specify:</i> 1. _____ 2. _____ 3. _____
5	Partnership with Manufacturers and Transportation Agencies.	<i>If yes, specify:</i> 1. _____ 2. _____ 3. _____
6	Evidence of Past Performance (comparable projects) and Years of Experience.	<i>If yes, provide examples:</i> 1. _____ 2. _____ 3. _____
7	Experience in transition and developing countries. (US companies only)	<i>If yes, specify some of them:</i> 1. _____ 2. _____ 3. _____
8	Evidence of Conformity to Internationally Recognized Technical and Safety Requirements.	YES: _____ NO: _____

I hereby certify that all abovementioned documents are complete, current and accurate and have been provided with my proposal.

Signature: _____
Name: _____
Date: _____

FAILURE TO PROVIDE REQUIRED DOCUMENTATION MAY REMOVE YOUR COMPANY FROM FURTHER CONSIDERATION

**Attachment E
Nationality of Supplier Certification**

A. Nationality of Supplier

Name of Supplier:

This is to certify that the above Supplier is (check applicable box):

- An individual who is a citizen or permanent legal resident of:
- A corporation of partnership organized under the laws of: _____ . And more than 50% controlled & operated by citizens or permanent, legal residents of: _____ .
- A controlled foreign corporation of which more that 50% of the total combined voting power of all classes of stock is owned by United States or Macedonia shareholders; or
- A joint venture or unincorporated association consisting entirely of individuals, partnerships or corporations. If so, please describe below the citizenship or legal status of the individuals, the legal status of the partnership or corporations, and the % voting power of the corporations:

CERTIFIED BY SUPPLIER:

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Attachment F Deliverables Plan

See instructions provided in the Attachment A, Section B of the Statement of Work to complete the table below table. Add rows and cells as needed

ACTIVITIES AND DELIVERABLES PLAN							
O.N.	Activity/Deliverable	Activity Description	Start Date	Finish Date	Delivery status	Resources required	Comment
Deliverable 1: Initial Assessment							
1	Review relevant, up to date, regulations and other sub-regulations pertaining the work of the Academy, Basic Court Skopje 1 and Basic Court Skopje 2						
2	Review the work and accomplishments of the Academy, Basic Court Skopje 1 and Basic Court Skopje 2 in the last 3 years						
3	Conduct an assessment of realization of the Work plans of the Academy, Basic Court Skopje 1 and Basic Court Skopje 2 for 2011 - 2013						
4	Conduct interviews with the key actors of the Academy for Judges and Public Prosecutors, Basic Court Skopje 1 and Basic Court Skopje 2						
5	Attend coordination meetings with JSP staff and staff of the Academy and the two basic courts, as requested						
6	In consultation with the JSP, formulate working groups for each of the three institutions to contribute to the process of developing a strategic plan						
Deliverable 2: Workshops and Development of Strategic Plan							
7	Based on the assessment, conduct one general strategic planning workshop per institution and a series of in-house workshops for each of the institutions to facilitate the creation, adoption and						

	implementation of the strategic plans (to be proposed by the interested vendor as to number content, venue and duration)						
8	Prepare draft versions of a three year strategic plan and budgets for the Academy, Basic Court Skopje 1 and Basic Court Skopje and action plans for their implementation						
Deliverable 3: Final Review and Approval of Strategic Plans							
9	Present and review the strategic plans with designated actors from the three institutions, as determined by JSP						
10	Finalize the three year strategic plans and action plans after consultation and input from the relevant institution actors and JSP						
Deliverable 4: Final Report							
11	Submission of Final Report with all strategic plans attached						
<i>Additional items at discretion of proposed vendor to be added, if necessary</i>							

Attachment H Cost Proposal

Bidders shall submit a detailed budget with an accompanying budget narrative outlining the costs for the implementation of the scope of work. The budget should be submitted using the table provided below along with an excel spreadsheet reflecting the budget calculations. Any major cost related assumptions should be included in the budget narrative. The line items to be covered consist of the Salaries for proposed personnel, the program related costs, travel and transportation, equipment and other direct costs. Add additional information as needed.

See also instructions provided in Section 4 of the RFP to complete this section.

Bidders should utilize this “Budget by Cost item” chart in your financial proposal:

Cost Proposal Budget Template

Organization Name: _____

Date: _____

In response to **JSP/RFP No. JSP 2014-X**

Organization XYZ & Project