



International Foundation  
for Electoral Systems

**INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS**

**(IFES)**

**Request for Proposal (RFP) for Monitoring and Evaluation System Setup in North  
Macedonia**

**Sollicitation # RFP-19-077**

**September 24, 2019**

## 1 INTRODUCTION

### 1.1 Purpose

The purpose of this Request for Proposal (RFP) is to invite prospective vendors to submit a written response (“Response”) for the procurement of **Monitoring and Evaluation System Setup** in North Macedonia. The solicitation provides prospective vendors with the relevant operational and performance requirements.

### 1.2 Coverage & Participation

IFES reserves the right to reject any and all offers, to add, delete or modify any element of the solicitation at any time without prior notification and without any liability or obligation of any kind. This RFP does not obligate IFES to enter into a contract nor does it obligate IFES to pay any costs incurred in the preparation of submission of any Response.

### 1.3 Zero Tolerance for Fraud

IFES has zero tolerance for fraud. Fraud is any act or omission that intentionally misleads, or attempts to mislead, to obtain a benefit or to avoid an obligation. If you have concerns about potential fraud in any way related to IFES projects, contracts, or activities, please contact IFES’ Compliance Hotline at [compliance@ifes.org](mailto:compliance@ifes.org) or at +1 202-350-6791.

## 2 GENERAL INFORMATION

### 2.1 The Organization

IFES is an independent, non-governmental organization providing professional support to electoral democracy. IFES supports citizens’ rights to participate in free and fair elections. Our independent expertise strengthens electoral systems and builds local capacity to deliver sustainable solutions.

As the global leader in democracy promotion, we advance good governance and democratic rights by:

- Providing technical assistance to election officials
- Empowering the underrepresented to participate in the political process
- Applying field-based research to improve the electoral cycle

Since 1987, IFES has worked in over 145 countries – from developing democracies, to mature democracies.

### 2.2 Schedule of Events

The following, tentative schedule will apply to this solicitation. The dates may change in accordance with IFES’ needs or unforeseen circumstances. IFES will communicate changes to the schedule.

- |                                     |                    |
|-------------------------------------|--------------------|
| • Issuance of RFP                   | September 24, 2019 |
| • Technical Questions/Inquiries Due | September 28, 2019 |
| • Answers/Addenda from IFES         | October 2, 2019    |
| • RFP Closes                        | October 8, 2019    |

### 3 PROPOSAL PREPARATION INSTRUCTIONS

#### 3.1 Prospective Vendors' Understanding of the Solicitation

Prospective contractors are responsible for understanding the solicitation in its entirety and each of its elements, and should make inquiries to IFES as necessary to ensure such understanding. IFES reserves the right to disqualify any prospective vendor that it determines, at its sole discretion, does not understand the solicitation or any of its elements. Such disqualification shall be at no fault, cost, or liability whatsoever to IFES.

#### 3.2 Information from IFES

All information provided by IFES in this solicitation is subject to change at any time. IFES makes no certification as to the accuracy of any item, and is not responsible or liable for any use of or reliance on the information or for any claims asserted therefrom.

#### 3.3 Communication

All communications related to the RFP must be in writing. Verbal communication shall not be effective unless formally confirmed in writing by the procurement official listed in 3.3.1. In no case shall verbal communication govern over written communication.

**3.3.1 Point of Contact:** The sole point of contact for all communication related to this solicitation is listed below.

Ian Swank  
Contracts and Grants Manager  
iswank@ifes.org

**3.3.2 Formal Communications** shall include, but are not limited to the following:

- Questions concerning this solicitation must be submitted in writing to the point of contact identified in 3.3.1.
- Errors and omissions in this solicitation, as well as enhancements. Prospective vendors should notify IFES of any discrepancies, errors, or omissions that may exist within this solicitation. Prospective vendors should recommend to IFES any enhancements to the work described in the solicitation which might be in IFES' best interests.
- Inquiries about technical interpretations must be submitted in writing to the point of contact identified in 3.3.1.

**3.3.3 Addenda:** IFES will make a good-faith effort to provide a written response to the questions or requests for clarifications in the form of written responses or addenda in accordance with the *Schedule of Events*.

**3.3.4 Posting Online:** Copy of this solicitation, Amendments and or Q&A will be available online at: [www.ifes.org/procurement-notice](http://www.ifes.org/procurement-notice).

#### 3.4 Submission

It is mandatory for prospective vendors to send proposals in electronic copy via e-mail to the point of contact identified in 3.3.1 on or prior to the closing date and time shown in the *Schedule of Events*.

### 3.5 Criteria for Selection

The evaluation of each Response to this solicitation will be based on the criteria outlined below. The purpose of this solicitation is to identify responsible, prospective vendors that have the interest, capability, and financial strength to supply IFES with the product and/or service identified in the Scope of Work.

#### Evaluation Criteria:

IFES will evaluate bids based on the following criteria:

1. Technical Proposal 80%  
Proposed approach and methodology including quality assurance mechanisms that will be put in place; Description of the experience of the company/CSOs; Description of the Experience and Expertise of the Team leader.
  
2. Financial Proposal 20%  
Should include all required costs such as labor costs, travel costs, communication costs, costs of preparing the soft and hard copies of required documents and any other relevant costs regarding this assignment.

The technical proposal will be evaluated based on the criterion in the table below. The financial proposal must be reasonable and show efficient use of resources, and additional costs, if any, must be clearly identified. Offers will be compared amongst responsive bidders meeting technical requirements.

#### Evaluation Criteria Grading for Each Criterion:

Criteria Category	Weight
Expertise of the entity submitting the proposal	20%
Expertise of the team leader	30%
Proposed composition of the team	10%
Proposed approach and methodology	20%
Price	20%
TOTAL	100%

### 3.6 Selection and Notification

IFES will evaluate Responses to identify responsible vendors and responsive offers. Finalists will be selected to move into the negotiation phase of this process. Written notification will be sent to finalists via email.

## 4 SCOPE OF WORK/GOODS/SERVICES

### I. Background

“Support to Electoral Reforms in North Macedonia” is a project of the Swiss Agency for Development and Cooperation (SDC), implemented by the International Foundation for Electoral Systems (IFES) and its partner National Youth Council of Macedonia (NYCM).

The project overall objective (goal) is to support democratic and credible election processes that facilitate political participation and social integration by enabling voters to freely select their representatives and hold them accountable.

The project activities are designed to support this objective through the achievement of three outcomes:

- Outcome 1: Strengthened institutions conduct fair and efficient election processes
- Outcome 2: Internally democratized political parties present citizen-oriented policies and election programs
- Outcome 3: Empowered citizens hold political parties and elected officials accountable

Project beneficiaries are election management bodies at all levels; government agencies such as Ministry of Information, Society and Administration, Agency for Audio and Audiovisual Media Services, State Statistical Office, Ombudsperson Institution, State Audit Office, Ministry of Interior, Ministry of Justice; political parties, civil society organizations, voters and citizens.

The project started its implementation in August 2019, and it is expected to end in June 2023.

## **II. Objective**

The project team is seeking the service provider that will assist IFES North Macedonia in the creation of a comprehensive Monitoring and Evaluation system of the Project and in its implementation throughout the project duration and following the donor reporting requirements.

The main aim of the Monitoring and Evaluation system is to measure the progress and achievements against the baseline data, assessing the realization of the outcomes and outputs/results as well as the contribution of the project towards the overall objective.

During the preparation phase of the project a Logical Framework was developed including indicators, preliminary baseline data and targets. Taking into account the agreed Logical Framework parameters, the service provider is expected to undertake the following tasks:

### Conduct Baseline Study:

Upon the update of the Logical Framework (as described above), conduct a baseline study and collect necessary data following the defined indicators of the Logical Framework. The information of the baseline study should be presented as per the hierarchy of the project (Impact, Outcomes, Outputs and Activities). *See also the next task regarding the establishment of the M&E system.*

A chapter of the baseline study should be dedicated to mapping of available public tools and M&E systems existing and in use by key stakeholders. Data gathered will be used in the process of reporting and analysis of the project results.

One baseline study is anticipated to be implemented in the period not later than January 2020 in order to provide necessary information at the start of the project.

### Review and update project Logical Framework;

More specifically, revise and update (if needed) the project Logical Framework in terms of:

- Key performance indicators;
- Data sources and the means of verification; and

- Assumptions and risks.

When and if necessary, track the progress and achievements in line with the guidance provided by the IFES field office and IFES M&E HQ staff and as per requirements and guidelines of SDC;

Establish and Maintain Result Oriented Data Collection and Reporting System;

The service provider shall suggest diagnostic data collection tools for both qualitative and quantitative collect indicator data to monitor project progress throughout implementation. These tools might include (but are not limited to) focus groups; pre- and post-questionnaires for trainings and workshops; attendance sheets; observation forms, document and process reviews; and regular check-ins, follow-up and interviews with stakeholders, and surveys.

The service provider is expected to closely work with the IFES staff and lead the developing and maintaining the Google Sheets database intended to store and manage all program data. Within this Google Sheets database, each indicator will have its own management sheet, where raw data will be logged, related qualitative data will be added, disaggregated values will be noted and links to substantiating documentation will be provided. Raw data logged in each data management sheet will be compiled automatically into a dashboard. The dashboard will provide instantaneous aggregations of all indicator values by quarter, year and project lifecycle. The dashboard will also automatically disaggregate data consistent with the Logical Framework.

The service provider is expected also to collect and feed in the necessary information and inputs in the database (in close collaboration with IFES Field Office and NYCM staff members) and based on the results, analyze and contribute to the Operational Reports<sup>1</sup> required by the donor.

The service provider, in coordination with IFES field office and NYCM shall also follow and collect secondary data, both qualitative and quantitative such as (but not limited to): legal amendments; mentions in stakeholders' reports and related documentation, analysis, political party programs, media outlets etc.

As per SDC requirements, the Project team shall provide seven (7) Operational Reports throughout the project implementation covering the project duration, August 2019 until June 2023.

In this sense, based on the project Log Frame and the Monitoring System (including the Google data sheet database) the service provider is expected to produce reports which will be able to present the following:

- 1) The extent to which the project outputs have been achieved taking into account the indicators in the Logical Framework and other project documentation.

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<sup>1</sup> Operational report is a report that provides overview on the progress achieved over the period of time. As per the SDC requirements the project needs to prepare 8 Operational reports out of which 4 are semi-annual and 4 are annual reports. Within this TOR, first operational report overlaps with Baseline Analyze

2) The level of contribution of the outputs towards the achievement of the expected project outcomes and overall objective/impact.

#### Internal Mid-term and End Evaluation of the project;

The service provider in close collaboration with IFES HQ M&E staff, field staff and NYCM staff, is expected to undertake Internal Mid-term and End Evaluation of the project. These evaluations will review existing data (collected through the regular project indicator and qualitative data) against the project's intended results and targets.

In term of qualitative data, the service provider, through a series of dedicated interviews, focus groups and/other techniques, is expected to interact with affected stakeholders (beneficiaries and implementors) and collect their views on program's progress to date.

Mid-term and End Evaluation should consist of at least following chapters:

- Quantitative review of achievements compared to intended targets and the baseline data;
- Qualitative description of the project progress and the contribution to the overall impact;
- Proposed next steps (for the mid-term evaluation this refers to the period of the second half of Main Phase 1 while for the end evaluation, to the Main Phase 2)
- Lesson-learned,
- Conclusions and recommendations for changes to the program's design or strategy (or M&E approach).

One Mid-term evaluation is foreseen to be undertaken by the end of 2021

One End Evaluation is foreseen to be undertaken in mid-2023

### **III. Deliverables**

The following deliverables are anticipated within the assignment:

1. Updated Logical Framework- December 2019
2. Baseline Study-January 2020
3. Data collection and Reporting System established first quarter of 2020
4. Regular Operation reports 7 in total (1 in 2020, 2 in 2021, 2 in 2022, 2 in 2023)
5. Mid-term evaluation-December 2021
6. End term Evaluation-May 2023
7. Other reports and duties as may be agreed and required.

### **IV. Duration**

The contract is expected to start from end-November 2019, to be completed by end of May 2023 ensuring efficient implementation and accomplishment of the activities within lifecycle of the contract.

## **V. Service Provider Qualifications and Requirements**

### Company/CSO

Prospective service provider must provide the following information for their response and offer to be considered:

- A brief outline of the company/CSO and services offered, including:
  - Full legal name and address of the company /CSO
  - Corporate and tax Registration Documents
  - Year business was started or established
  - Full name of the legal representative (president or managing director) of the company/CSO
  - Name of any individuals or entities that own 50% of more of the company /CSO, if applicable
- The Consultancy Company/CSOs must have experience in at least three (3) assignments related to external result-based monitoring and evaluation in line with the acceptable international standards and good practices (SDC, EU, UN and similar development assistance organizations);
- Experience in developing and tracking result-based monitoring and evaluation tools;
- Experience in setting up M&E framework and systems for local or international organizations. Experience with project funded by SDC will be considered an asset;
- Proof of successful accomplishment of the contract with the similar nature. In this sense, the service provider must also provide contact information for no less than three references from projects similar in size, application, and scope of work and a brief description of their implementation (including location and year). IFES reserves the right to request and check additional references.

Prospective service provider must be legally registered under the laws of the country in which they are organized and possess all licenses, permits and government approvals necessary for performance of the Scope of Work.

### Team of Experts

The service provider should propose composition of the team required to deliver the afore mentioned tasks and deliverables. The subject of the evaluation of the offer will be the CV of a Team Leader which has to have following qualifications and expertise:

- Master's degree in political science, social science and similar
- Minimum of 5 years of experience in evaluation and monitoring
- Excellent command of English
- At least 10 years work experience in working with governmental organizations, political parties and/or civil society organizations
- At least 10 years work experience in community based and participatory approach projects;
- Knowledge and at least 10-year experience in project management cycle and in particular following and implementing logical frameworks.



## 5 FUNCTIONAL REQUIREMENTS

### 5.1 Timeline

Prospective vendors must submit a timeline in the Response showing the time required to produce and consolidate the products and/or deliver services.

### 5.2 License, Clearance and Approvals

The prospective vendors will include in the timeline any time needed to obtain any licenses, clearances, and/or approvals required under local legal requirements to produce or deliver the products and/or services described in the Scope of Work.

## 6 QUALIFICATIONS & REFERENCES

Prospective vendors must provide the following information for their Response to be considered:

1. A brief outline of the company and services offered, including:
  - Full legal name and address of the company
  - Corporate and tax registration documents
  - Year business was started or established
  - Full name of the legal representative (president or managing director) of the company
  - Name of any individuals or entities that own 50% or more of the company
  - U.S. companies must indicate if they are a registered Small Business (Woman owned, veteran-owned, Minority-owned, Disabled, Service Disabled Veteran-owned)
  - No subcontracting is allowed under this solicitation.
2. Evidence of successful completion of a project of a similar size and complexity.
3. References: Contact information for no less than three references from projects similar in size, application, and scope and a brief description of their implementation (including location and year). IFES reserves the right to request and check additional references.
4. Prospective vendors must be legally registered under the laws of the country in which they are organized and possess all licenses, permits and government approvals necessary for performance of the work. Scope of Work.
5. A certification signed by an officer or authorized representative that the prospective contractor/vendor has sufficient financial, technical and managerial resources and facilities to complete the Scope of Work.

## 7 PRICING

Prospective contractors must complete the following cost breakdown for the implementation of their solution for IFES' project as described in this solicitation. Prospective contractors must agree to keep these prices valid for a minimum of **90 calendar days**.

Pricing must be in **Macedonian Denar (MKD)** and exclusive of VAT. Unit prices are required and in the case of discrepancies between unit prices and the total price, the unit price will be taken as reference basis in the evaluation. Technical specifications must be shown for each item.

No.	Item Description	Technical Specifications	QTY	Unit	Unit Price MKD	Total Price MKD
<b>Group 1</b>						
1.						
2.						

Subtotal Group 1						
<b>Group 2</b>						
3.						
4.						
Subtotal Group 2						
<b>Group 3</b>						
5.						
6.						
Subtotal Group 3						
Total					MKD	
<b>Grand Total</b>					<b>MKD</b>	

## 8 ADDITIONAL TERMS & CONDITIONS

### 8.1 Non-Disclosure Agreement

IFES reserves the right to require the prospective vendor to enter into a non-disclosure agreement.

### 8.2 No Collusion

Collusion is strictly prohibited. Collusion is defined as an agreement or compact, written or oral, between two or more parties with the goal of limiting fair and open competition by deceiving, misleading, or defrauding a third party.

### 8.3 Companies Owned or Controlled by Government

The prospective vendor must disclose in writing with its Response if a government, its agents, or agencies, have an ownership or managerial interest in the company. Failure to disclose a government ownership or managerial interest in the company will result in the prospective contractor's offer being removed from consideration.

### 8.4 Subcontracting

No subcontracting is allowed under this solicitation.

### 8.5 Costs

The solicitation does not obligate IFES to pay for any costs, of any kind whatsoever, which may be incurred by a prospective contractor/vendor or third parties, in connection with the Response.

### 8.6 Intellectual Property

Prospective vendors may not use any intellectual property of IFES including, but not limited to, all logos, trademarks, or trade names of IFES, at any time without the prior written approval of IFES.

### 8.7 Prospective Contractors' Responses

All accepted Responses shall become the property of IFES and will not be returned.

### 8.8 Partial Awarding

IFES reserves the right to accept all or part of the Response when awarding a contract.

**8.9 No Liability**

IFES reserve the right to accept or reject any Response or to stop the procurement process at any time, without assigning any reason or liability. IFES shall not be liable to any prospective contractor, person, or entity for any losses, expenses, costs, claims, or damages of any kind.

**8.10 Entire Solicitation**

This solicitation, any addenda to it, and any attached schedules, constitute the entire solicitation.

**[End of Solicitation]**