

**Request for Proposals (“RFP”)
Macedonia Judicial Strengthening Project (JSP)**

**CAPACITY AND SUSTAINABILITY BUILDING PROGRAM WITH
PROFESSIONAL ASSOCIATIONS AND CIVIL SOCIETY
ORGANIZATIONS**

Issue Date:	August 21, 2012
Closing Date for Questions:	August 31, 2012
Deadline for Submission of Proposals:	September 7, 2012 @ 16:00 CET (Skopje) Time
Request for Proposal Number:	JSP 2012-3
Attachments:	A – Statement of Work (SOW); B – Business Size/Type Form; C – Firm Reference Form; D – Vendor Qualifications Questionnaire; E – Nationality of Supplier Certification; F - Plan of Deliverables; 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 to implement a “Capacity and Sustainability Building Program with Professional Associations and Civil Society Organizations.” A description of the technical requirements for this activity is presented in Attachment A – Statement of Work (SOW). The JSP is a 3-year USAID-funded project in Macedonia, launched in November 2011 and implemented by Tetra Tech DPK (Tt DPK).

The successful offeror for this capacity building assistance will be awarded a single firm fixed-price subcontract with payments issued upon submission and approval of pre-established deliverables in accordance with the subcontract’s payment schedule. A final payment schedule will be established during contract negotiations.

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

Questions or requests for clarification regarding this RFP must be submitted to the JSP by email to natasa.kostadinowska@judicialsupport.org by the date referenced above with the subject line “RFP JSP 2012-3.” All questions received along with Tt DPK responses will be made available to all vendors.

The place for the implementation of the work will be mainly in Skopje, Macedonia, with occasional activities in other venues within the Republic of Macedonia.

Proposals must be written in English and must be presented according to the guidelines provided in this RFP. To be considered, technical proposals must respond to each of the requirements set forth in this RFP. Vendors may provide additional information as necessary, so long as their proposals meet the basic parameters just stated. Cost proposals must list all proposed prices and must include a detailed breakdown of the costs by utilizing the template provided in **Attachment H**. Costs may include proposed labor hours costs by discipline, direct material costs, travel and lodging expenses, other direct costs, and proposed profit. Vendors should note that these costs shall apply to trainers as well as estimated number of participants. The average number of participants per workshop or training should be 10 to 12 or 24-36 for joint workshops/trainings. The cost proposal will be used to determine cost reasonableness of the submitted proposal.

Please inform Tt DPK representative natasa.kostadinoska@judicialsupport.org that you:
a) received this RFP and (b) whether you will submit a proposal.

At the time of informing JSP of your expression of interest in this proposal, a full copy of the Final Report on Organizational Performance Assessments of Selected Professional Associations and Civil Society Organizations, dated May 21, 2012 (CIRa Report) will be electronically delivered to you.

This assignment should be completed in incremental steps as recommended in the CIRa report dated May 21, 2012 but in no event later than November 30, 2013.

1. SUBMISSION REQUIREMENTS

Proposals must be submitted by hand delivery or courier no later than 16:00 (4:00 pm) local (CET) or by mail on or before the due date on September 7, 2012. Proposals received at the office designated below after the 16:00 (4 pm) local (CET) on September 7, 2012 will not be considered.

Address

Judicial Strengthening Project – #JSP 2012-3

Kej 13 Noemvri br. 14/2-3,
1000 Skopje Macedonia

Proposals must be valid for 90 days from the date of submission, and must be submitted in English and be presented according to the guidelines provided in this RFP. Questions or requests for clarification regarding this RFP must be submitted to the JSP by email to natasa.kostadinoska@judicialsupport.org by the date referenced above with the subject line “RFP JSP 2012-3.”

2. PROPOSAL REQUIREMENTS

Offerors having the interest, technical expertise and capability of carrying out the tasks per the 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 Offeror’s Technical and Financial Proposal, as negotiated, shall be incorporated into the resultant contract. Offeror’s shall organize their technical and financial proposals as described later on in this RFP. This request is made to facilitate Tt DPK’s review of the submitted material thus enabling a rapid decision and contracting procedures.

Offerors should submit one original proposal and one complete copy of the proposal in two separate packages with sealed envelopes inside (to ensure evaluators can open the Technical Proposal without seeing the Cost Proposal) as follows:

- Original proposal (one package stating “Original Proposal”)
 - Technical Proposal in a sealed envelope.
 - Cost Proposal in a different sealed envelope.
- Complete copy of the proposal (another package stating “Copy of Proposal”)
 - A copy of the Technical Proposal in a sealed envelope.
 - A copy of the Cost Proposal in another sealed envelope.

Source and Nationality Requirements

Local Macedonia-registered firms are strongly encouraged to submit offers.

The vendor must procure all commodities (e.g., equipment, materials, vehicles, supplies) and services (including commodity transportation services) in accordance with the requirements at 22 CFR Part 228 “Rules on Procurement of Commodities and Services Financed by USAID Federal Program Funds.” According to this regulation, the authorized source¹ and nationality² for this procurement is the United States, Macedonia, and developing countries other than *advanced*

¹ Source is the country from which a commodity is shipped to Macedonia (or Macedonia itself if the commodity is located therein at the time of the purchase).

² Nationality refers to the place of incorporation, ownership, citizenship, residence, etc. of suppliers of goods and services.

developing countries.³ No services may be procured from suppliers with a nationality from countries designated by USAID as *prohibited source*.⁴ Additionally, no goods may be procured from source countries that are designated as prohibited sources.

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

The place for the implementation of the work will be mainly in Skopje, Macedonia, with occasional activities in other venues within the Republic of Macedonia.

3. 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 two attachments:

- a. Completed **Attachment D** “Vendor Qualification Questionnaire.”
- b. Completed **Attachment E** “Nationality of Supplier Certification.”

c. Section 3 – Technical Approach

Methodology

This proposal must include a detailed narrative describing the Offeror’s technical planned approach and available resources to perform each of the tasks described in **Attachment A**. Wherever appropriate, the Offeror should highlight the specific experience its staff has had in performing similar work in the past. The Offeror 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 in **Attachment G**. The Offeror 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 Offeror suggestions on how the schedule can be accelerated.

Personnel

The Offeror 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

³The list of *advanced developing countries* can be found in the following link <http://www.usaid.gov/policy/ads/300/310mab.pdf>

⁴The list of *prohibited source* countries can be found in the following link <http://www.usaid.gov/policy/ads/300/310mac.pdf>

must be included. The Offeror shall list the names of all key personnel proposed for implementation of the work, and include their respective CVs.⁵

This section shall also include a table outlining the level of effort and work activities as follows:

Key Personnel	Level of Effort (in number of working days)	Work Activities
Phase III		
Team Leader/Coordinator		
Judicial Sector Expert		
Organizational Development Expert		

Corporate Background and References

The Offeror 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 Offeror; and
- Whether the client would use Offeror's services should they have similar needs in the future.

Period of Performance

This assignment should be completed in incremental steps as recommended in the CIRa report dated May 21, 2012 but in no event later than November 30, 2013.

Exceptions to the RFP

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.

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

Important Note: DO NOT include prices in the Technical Proposal or send it via mail.

⁵ 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**.

4. FINANCIAL PROPOSAL REQUIREMENTS

The Offeror should submit its cost proposal in the template provided in **Attachment H**. Offerors may modify or add line items in the budget template as appropriate, but the main costs elements (salaries, consultants, travel & transportation, trainings, workshops, and indirect costs) must remain in the template. All costs should be proposed in Macedonian local currency (Denars). Financial proposals must also be accompanied by budget notes to enable Tt DPK to determine how the Offeror has 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.

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

In order for JSP to compare prices and expenses from all the Offerors, expenses included in this **RFP MUST COVER** the same items and services required, and comply 100% with the statement of work. Alternative recommendations and services not specifically addressed in this RFP must be quoted separately and included under the “Exceptions to the RFP” section of the **Technical Proposal**. Prices shall remain valid for 90 calendar days. Offerors must itemize prices for each category identified. JSP cannot accept a total lump-sum only price.

JSP expects that Offeror’s **prices will cover all costs and expenses that will be incurred towards fully carrying out the required services including labor, training materials, food and other expenses. Offerors should also specify the proposed profit. Training materials should include the costs for handouts and necessary translations in English/Macedonian language, LCD projector, flipchart, and other materials relevant for the successful implementation of the specific training. Travel and other expenses shall include expenses for both trainers and participants.** The only circumstance under which JSP will accept any price changes from what is included in the Offeror’s quotation, or will accept additional charges beyond what is included in the Offeror’s quotation, is if JSP modifies the quotation requirements in writing to all prospective bidders. JSP will assume that all prices include any necessary additional costs, or additional costs are listed as a separate line item elsewhere. Otherwise, JSP will assume that there are no additional costs associated with the proposed prices.

Offerors should quote separately recommended options not specifically addressed in the RFP or SOW. Offerors shall note any exceptions to the SOW and describe alternate proposals.

Quoted prices should include two English language copies of all certification documents.

5. PROPOSAL EVALUATION

JSP will select the Offeror who’ technical and cost proposals offer the most cost-effective technical approach, most favorable delivery items, and best overall procurement value. Please ensure the responses are in plain English language, are concise and unambiguous, are quantitative, and all requested information is included.

Vendors are encouraged to propose the least expensive yet best quality services. Offerors shall submit quotes for all required services. A single award for the provision of the required services is contemplated.

A principal consideration in selecting suppliers for foreign aid projects is the level and extent of commitment to provide follow-on support and business representation development in the country of delivery. Offerors shall describe the level of support that will be available after completion of the work.

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

a. Part I – Technical Evaluation Criteria:

A. Offeror's response to RFP's Technical Requirements (40 Points)

- a. Description of the Firm & Eligibility Compliance (5 points);
- b. Technical Approach (includes methodology, 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 other bidder's proposals (15 points);
- b. Cost realism - feasibility, reasonableness, and completeness (15 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, JSP shall notify the successful Offeror in writing that it submitted the highest scoring proposal and shall invite to negotiate the contract. 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 Offeror, JSP reserves the right to commence negotiations with other successful Offerors. All unsuccessful offerors will be notified once the successful Offeror 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; accept other than the lowest offer; and, waive informalities and minor irregularities in offers/quotes received as determined by the JSP.

Subcontractor award will be contingent on USAID approval.

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



Release of RFP	August 21, 2012
Deadline for Questions	August 31, 2012
Deadline for Submission of Proposals	September 7, 2012
Complete Proposal Evaluation on or about	September 14, 2012
Award Subcontract on or about	September 20, 2012

Subcontract award will be contingent upon USAID approval. Please inform Tt DPK representative natasa.kostadinoska@judicialsupport.org that you: a) received this RFP and (b) whether you will submit a proposal.

At the time of informing JSP of your expression of interest in this proposal, a full copy of the Final Report on Organizational Performance Assessments of Selected Professional Associations and Civil Society Organizations, dated May 21, 2012 (CIRa Report) will be electronically delivered to you.

Sincerely,

Joseph Traficanti
Chief of Party (COP)
Macedonia Judicial Strengthening Project (JSP)

Attachment A
Statement of Work (SOW)
Macedonia Judicial Strengthening Project (JSP)

Capacity and Sustainability Building Program with Professional Associations and Civil Society Organizations

A. Technical Background

The purpose of the USAID's Judicial Strengthening Project (JSP) is to support Macedonia's judiciary to evolve as an independent, self-governed, effective and accountable branch of government capable of meeting the needs of the citizens, businesses and organizations for prompt and impartial protection of their rights and adjudication of their legal disputes.

The JSP is planning to work closely with three justice sector legal professional associations (LPAs) and civil society organizations (CSOs) to build their capacity so they can play a more active role in strengthening the rule of law in Macedonia.

To do this, the JSP has implemented a three-phased approach:

1. **Phase I** - JSP implemented a quick and focused needs assessment of nine LPAs and three civil CSOs to determine their strengths and weaknesses. After the completion of the needs assessment, the JSP selected three organizations to receive needed technical assistance, and an in-depth performance assessment. The following three organizations were selected for phase II:
 - a. The Macedonian Judges Association (MJA);
 - b. The Macedonian Young Lawyers Association (MYLA);
 - c. The Court Administration Association (CAA)
2. **Phase II** - An in-depth performance assessment of the three selected organizations was conducted to identify their performance gaps and develop a capacity building action plan to improve their skills and overall work. This phase was completed on May 21, 2012.
3. **Phase III**- which is the subject of this RFP, will include activities specifically designed to enhance the capacity of the selected organizations in reviewing and defining the organization's by-laws, strategic planning, membership services, defining standards of practice, fostering communication with members, developing advocacy skills, identifying sources of funding, organizing forums, public information and public relations activities, increasing citizens awareness of the rule of law, and advocacy and lobbying among others.

B. Project Objective

The fundamental objective of this Phase III activity is to build capacity and sustainability of each of the following organizations:

- The Macedonian Judges Association (MJA);
- The Macedonian Young Lawyers Association (MYLA) and
- The Court Administration Association (CAA).

Capacity building will focus on specific areas identified in Phase II and enumerated in the Cumulative Table of Trainings for Selected Organizations (Appendix 3) of the Final Report on Organizational Performance Assessments of Selected Professional Associations and Civil Society Organizations, dated May 21, 2012 (CIRa Report). Activities shall include workshops, discussions, meetings, trainings and other standard activities to accomplish the main goals established for each organization as enumerated in the report. This report was prepared for USAID in close coordination with the Macedonia JSP Project. Please refer to Appendix 3 of the report for details on recommendations.

Depending on the organization, subjects will include:

- Developing Membership Base Strengthening Strategies
- Organizational Design
- Provision of the Effective and Efficient Service
- Developing Training Delivery Skills
- Effective Media and Public Relations
- Public Relations and Media Strategies
- Establishing and Maintaining Effective Partnership and Cooperation
- Advocacy and Lobbying
- Developing Organizational and Financial Sustainability Plans
- Project Planning, Design and Implementation/Project Cycle Management
- EU Funding Mechanisms
- Maintaining Effective Donor Relations
- Mobilization of Local Resources
- Process of Development of New Strategic Plans (2013-2015)
- Management and Leadership Skills
- Organizational and Management Skills
- Human Resources and Volunteer Management
- Stress Management
- Financial Management for Non-Financial Personnel

C. Subcontractor Responsibilities

The selected vendor shall develop and implement a methodology for each of the targeted professional associations, which will result in the strengthening of each of them in accordance with the recommendations set forth in the Final Report prepared by CIRa (see section above). The Offeror should be prepared, and have the expertise to deliver the activities recommended in the following categories to each targeted organizations (as set forth in Appendix 3 of the report):

- Maintenance and building of membership base;
- Service delivery;
- Public relations and media strategies;
- External cooperation and networking;
- Advocacy and lobbying;
- Fundraising, income generation and financial sustainability ;
- Strategic analysis and planning;
- Governance, leadership and decision making;
- Human Resource management; and
- Financial planning management.

D. Subcontractor Deliverables

The deliverables under this subcontract are listed in **Attachment F**. Subcontractor payments under this project will be negotiated with the selected vendor and will be scheduled and based on the Subcontractor's successful completion of these items and their approval and acceptance by USAID and the JSP Project.

Vendors should propose an accurate timeframe for the development and submission of all deliverables set forth in the Terms of Reference using as a guideline the schedule proposed in the Cumulative Table of Trainings for Selected Organizations (Appendix 3) of the above mentioned CIRa report. The delivery plan should be developed using calendar/work days with all activities completed by November 30, 2013.

The deliverables plan should be developed using calendar/work days with all activities completed in incremental steps from the contract signing and be fully implemented by November 30, 2013.

Please follow the following steps in completing the Deliverables Plan in Attachment F:

1. Complete the whole "Deliveries Plan" table for phase III;
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. Into the column "Delivery Status," enter 'S' (if activity is completed by the Offeror alone), or 'C' (if activity is completed in coordination with JSP);
9. Into the "Activity Description" column (it is up to you how to use it), enter the Project tasks as they exist into the Proposal Price form (copy/paste).

Offerors should include a clear and logical "Deliverables Plan." The "Deliverables Plan" time is calculated by subtracting the "Finish Date" of the final activity minus the "Start Date" of the first activity.

E. Key Personnel

The following key personnel are required for the implementation of Phase III :

1. **Team Leader/Coordinator** with at least eight years of experience leading capacity building activities for NGOs, CSOs and/or similar organizations;
2. **Judicial Sector Expert** with at least eight 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.

The level of effort and work activities that each key personnel will carry out in Phase III will be defined upon evaluation of the proposals.

**For the proposal: Offerors shall complete the following table outlining the level of effort and work activities that each key personnel will carry out in each phase.

Key Personnel	Level of Effort (in number of working days)	Work Activities
Phase III		
Team Leader/Coordinator		
Judicial Sector Expert		
Organizational Development Expert		

F. Copyright

Copyright properties for materials produced under this RFP shall be to the ownership of the Macedonia Judicial Strengthening Project (JSP) and USAID.

G. Other Requirements

The Offeror will arrange and pay for ground transportation, meals, lodging and security (if necessary) expenses associated with this Subcontract.

**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 – “Implementation of Organizational Needs Assessments” and
 “Detailed Performance Assessment”**

Please provide at least three (3) references for similar projects implemented within the past three (3) years and above \$5,000. 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 September 2012.

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 July 31st 2009, 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

Attachement D

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

ATTACHEMENT 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 Section D of the Statement of Work for this RFP to complete the below table.

DELIVERABLES PLAN – PHASE III							
O.N.	Activity/Deliverable	Activity Description	Start Date	Finish Date	Delivery status	Resources required	Comment
1	Project start-up meeting						
2	Monthly Written Progress Updates to JSP (2 to 4 pages)						
3	Prepare Project Plan						
4	Prepare and execute the following for MJA: <ul style="list-style-type: none"> ▪ One (1) Workshop on: <ol style="list-style-type: none"> 1. Provision of Effective and Efficient Services with focus to members (2 days) ▪ Five (5) Trainings in total on: <ol style="list-style-type: none"> 1. Media and Public Relations Strategies (2 days) 2. Advocacy and Lobbying (1,5 days); 3. Training in Management and Leadership Skills (2 days); 4. Stress management (2days) and 5. Project Planning, Design and Implementation / Project Cycle Management (3 days) 						
5	Prepare and execute for CAA: <ul style="list-style-type: none"> ▪ Two (2) workshops in total on: <ol style="list-style-type: none"> 1. Provision of Effective and Efficient Services with focus to members (2 days) and 2. Developing new Strategic Plan 2013-2015 (3 days) 						

	<ul style="list-style-type: none"> ▪ Seven (7) Trainings in total on: <ol style="list-style-type: none"> 1. Developing Training Delivery Skills (1,5 days); 2. Effective Media and Public Relations (2 days); 3. Establishing and Maintaining Effective Partnership and Cooperation (1,5 days); 4. Advocacy and Lobbying (1,5 days); 5. Developing Organizational and Financial Sustainability Plans (2 days); 6. Training in Management and Leadership Skills (2 days) and 7. Project Planning, Design and Implementation / Project Cycle Management (3 days) 					
6	<p>Prepare and execute for MYLA:</p> <ul style="list-style-type: none"> ▪ Four (4) workshops in total on: <ol style="list-style-type: none"> 1. Developing Membership Base Strengthening Strategies with focus on increasing new members (1,5 days) ; 2. Organizational design (1,5 days); 3. Provision of Effective and Efficient Services with focus on training to CSO and stakeholders (2 days) and 4. Developing New Strategic Plan 2013-2015 (3 days) ▪ Seven (7) trainings in total on: <ol style="list-style-type: none"> 1. Media and Public Relations Strategies (2 days); 2. Advocacy and Lobbying (1,5 days); 3. Developing Organizational and Financial Sustainability Plans (2 days); 4. Maintaining Effective Donor 					

	<p>Relations (1,5 days);</p> <p>5. Mobilization of Local Resources (1,5 days);</p> <p>6. Training in Management and Leadership Skills (2 days) and</p> <p>7. Project Planning, Design and Implementation / Project Cycle Management (3 days)</p>						
7	<p>Prepare and execute jointly for MJA and CAA:</p> <ul style="list-style-type: none"> ▪ One (1) workshop on: <ol style="list-style-type: none"> 1. Developing Membership Base Strengthening Strategies with focus on activation of members (2 days) ▪ Two (2) trainings in total on: <ol style="list-style-type: none"> 1. Organizational and Management Skills (2 days) and 2. Financial Management for Non-Financial Personnel(2 days) 						
8	<p>Prepare and execute jointly for MYLA and CAA:</p> <ul style="list-style-type: none"> ▪ One (1) training on: <ol style="list-style-type: none"> 1. Human Resources and Volunteer Management (2 days) 						
9	<p>Prepare and execute jointly for MJA, CAA and MYLA:</p> <ul style="list-style-type: none"> ▪ One (1) training on: <ol style="list-style-type: none"> EU funding mechanisms (2 days) 						
10	<p>Monthly Coordination Meetings with JSP</p>						
11	<p>Prepare Quarterly Schedule of Activities for submission to JSP</p>						
12	<p>Concise report summarizing activities, tasks, results, challenges and recommendations.</p>						

Attachment G Proposed Schedule of Activities

Please provide a detailed project schedule in the format shown below on a **Quarterly Basis** as it is part of the deliverables. Please color the square corresponding to the week when activity is proposed to occur as shown in **the EXAMPLE** below.

QUARTERLY PROJECT SCHEDULE															
	OCTOBER 2012					NOVEMBER 2012					DECEMBER 2012				
	1-5	8-12	15-19	22-26	29-31	1-2	5-9	12-16	19-23	26-30	3-7	10-14	17-21	24-28	
Program Management															
Project start-up meeting															
Prepare and Submit Project Plan															
Provide Monthly Reports															
Workshops, Trainings and Others															
Prepare and execute the following for MJA: <ul style="list-style-type: none"> ▪ One (1) Workshop on: <ol style="list-style-type: none"> 1. Provision of Effective and Efficient Services with focus to members (2 days) ▪ Five (5) Trainings in total on: <ol style="list-style-type: none"> 1. Media and Public Relations Strategies (2 days); 2. Advocacy and Lobbying (1,5 days); 3. Training in Management and Leadership Skills (2 days); 4. Stress management (2 days) and 5. Project Planning, Design and Implementation / Project Cycle Management (3 days) 															
Prepare and execute for CAA: <ul style="list-style-type: none"> ▪ Two (2) workshops in total on: <ol style="list-style-type: none"> 1. Provision of Effective and Efficient 															

QUARTERLY PROJECT SCHEDULE

	OCTOBER 2012					NOVEMBER 2012					DECEMBER 2012				
	1-5	8-12	15-19	22-26	29-31	1-2	5-9	12-16	19-23	26-30	3-7	10-14	17-21	24-28	
Services with focus to members (2 days) and 2. Developing New Strategic Plan 2013-2015(3 days) ▪ Seven (7) Trainings in total on: 1. Developing Training Delivery Skills (1,5 days); 2. Effective Media and Public Relations (2 days); 3. Establishing and Maintaining Effective Partnership and Cooperation (1,5 days); 4. Advocacy and Lobbying (1,5 days); 5. Developing Organizational and Financial Sustainability Plans (2 days); 6. Training in Management and Leadership Skills (2 days) and 7. Project Planning, Design and Implementation / Project Cycle Management(3 days)															
Prepare and execute for MYLA: ▪ Four (4) workshops in total on: 1. Developing Membership Base Strengthening Strategies with focus on increasing new members (1,5 days); 2. Organizational design (1,5 days); 3. Provision of Effective and Efficient Services with focus on training to CSO and stakeholders (2 days) and 4. Developing New Strategic Plan 2013-2015 (3 days) ▪ Seven (7) trainings in total on: 1. Media and Public Relations Strategies															

QUARTERLY PROJECT SCHEDULE

	OCTOBER 2012					NOVEMBER 2012					DECEMBER 2012				
	1-5	8-12	15-19	22-26	29-31	1-2	5-9	12-16	19-23	26-30	3-7	10-14	17-21	24-28	
(2 days) ; 2. Advocacy and Lobbying (1,5 days); 3. Developing Organizational and Financial Sustainability Plans (2 days); 4. Maintaining Effective Donor Relations (1,5 days); 5. Mobilization of Local Resources (1,5 days); 6. Training in Management and Leadership Skills (2 days) and 7. Project Planning, Design and Implementation / Project Cycle Management (3 days)															
Prepare and execute jointly for MJA and CAA: <ul style="list-style-type: none"> ▪ One (1) workshop on: 1. Developing Membership Base Strengthening Strategies with focus on activation of members (2 days); ▪ Two (2) trainings in total on: 1. Organizational and Management Skills (2 days) and 2. Financial Management for Non-Financial Personnel (2 days) 															
Prepare and execute jointly for MYLA and CAA: <ul style="list-style-type: none"> ▪ One (1) training on: 1. Human Resources and Volunteer Management (2 days) 															
Prepare and execute jointly for MJA, CAA and MYLA:															

QUARTERLY PROJECT SCHEDULE

	OCTOBER 2012					NOVEMBER 2012					DECEMBER 2012				
	1-5	8-12	15-19	22-26	29-31	1-2	5-9	12-16	19-23	26-30	3-7	10-14	17-21	24-28	
<ul style="list-style-type: none"> 1. One training (1) on: EU funding mechanisms (2 days) 															
Monthly Coordination Meetings with JSP and as required by JSP															
Concise report summarizing activities, tasks, results, challenges and recommendations.															

Attachment H Cost Proposal

A proposed budget outline with an accompanying budget narrative for the program should be submitted. The budget should detail the total costs for implementation of the program and should be submitted using the table provided below and any major assumptions made 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.
Vendors should utilize this “Budget by Cost item” chart in your financial proposal:

Financial Proposal Budget Template

Organization Name: _____
Date: _____

In response to **RFP No. JSP 2012-3**

Organization XYZ & Project					
Category	Description	Unit Cost	#	Total	Denar
Personnel					
(item xyz)					
(item xyz)					
(item xyz)					
Phase III - Training and Technical Activities					
(item xyz)					
Other Direct Costs					
(item xyz)					
(item xyz)					
VAT					
(item xyz)					
Proposed profit					
Grand Budget Total				Total	