



International Foundation  
for Electoral Systems

**INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS  
(IFES)**

**Request for Proposal (RFP) for Reengineering Consultancy in El Salvador**

**Solicitation # RFP-22-025**

**December 22, 2021**

## 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 the Reengineering Consultancy in San Salvador, El Salvador. 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                   | December 22, 2021                                  |
| • Technical Questions/Inquiries Due | December 27, 2021                                  |
| • Answers/Addenda from IFES         | January 4, 2022, by 17:00 San Salvador Local Time  |
| • RFP Closes                        | January 13, 2022, by 17:00 San Salvador Local Time |



### 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. **TIMELINE** 25 points  
The contractor meets IFES' expectations regarding the timeline for the delivery of complete goods/services (to be delivered no later than April 30, 2022)
  
2. **EXPERIENCE** 25 points  
The contractor fulfills IFES's experience requirement of 3 years of relevant experience in:
  - Facilitating or leading reengineering processes, organizational development and strategic planning in Salvadoran public institutions.
  - Applied knowledge of Salvadoran legal framework related but not limited to administrative procedures, civil services mechanisms and law formation processes.
  - Experience implementing consultancies for projects funded by international cooperation agencies.
  
3. **QUALITY** 25 points  
The contractor delivers a high-quality product that delivers on the expectations of IFES by fulfilling the requested requirements.
  
4. **PRICE** 25 points  
The contractor can complete the requested services at a price within the budgeted amount for the project. The offered prices should be reasonable, allowable, and allocable.

### 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

#### Specific Objectives of the service as requested by IFES main counterpart in El Salvador:

##### (Scope of Work in English Language)

- a) Conduct an evaluation of the internal control systems of strategic areas of a public institution such as but not limited to: IT Services, Communications, Strategic Planning, Quality Management, Organizations & Methods and Training.
- b) Review the administrative regulations and procedures of the strategic areas, in order to establish the relevant aspects in which each strategic area develops its activities within the institution.

- c) Conduct functional diagnostic of the five strategic areas identified, which will establish the capacity of those areas to face current challenges, and to modernize their management.
- d) Identify, with the participation of the institution's personnel, the current situation in terms of administrative regulations and procedures in each strategic area covered by this consultancy.
- e) Preparation of a roadmap for the modernization of key areas of the of the public institution that is the subject of the consultancy.

**Deliverables:**

- a) Technical and administrative needs assessment analysis for each of the institution subject of the consultancy strategic units stipulated by the project.
- b) Written report with the relevant aspects of the administrative regulations and procedures of the institution's strategic units stipulated by the project in order to strengthen performance.
- c) Written report with the relevant aspects of the technical procedures of the institution's strategic units stipulated by the project in order to strengthen performance.
- d) Written report with technical and administrative recommendations for each of the institution's strategic units stipulated by the project.
- e) Roadmap for the reengineering and modernization of the institution's strategic units stipulated by the project.

**Qualifications:**

The firm must have proof of 3 years of relevant experience in:

- Facilitating or leading reengineering processes, organizational development and strategic planning in Salvadoran public institutions.
- Applied knowledge of Salvadoran legal framework related but not limited to administrative procedures, civil services mechanisms and law formation processes.
- Experience implementing consultancies for projects funded by international cooperation agencies.

\*All deliverables must be submitted in Spanish.

**(Scope of Work in Spanish)**

**La Fundación Internacional para Sistemas Electorales (IFES)** está implementando un proyecto financiado por USAID en El Salvador y busca los servicios profesionales de una empresa especializada en facilitar procesos de reingeniería, desarrollo organizacional y planificación estratégica, con base en un Memorando de Entendimiento firmado entre una institución pública de El Salvador e IFES.

Según lo solicitado por nuestra principal contraparte salvadoreña, el proyecto evaluará la funcionalidad, eficiencia e inclusividad de la estructura organizativa de una institución pública salvadoreña en cada una de las unidades clave indicadas por la institución, así como las solicitudes de servicios de tecnología e información actualizados en todas las áreas y procesos, con el objetivo de modernizar y rediseñar su estructura organizativa. IFES debe realizar un análisis organizacional que permita tener una hoja de ruta

para la reorganización administrativa de cada una de las unidades clave de una institución salvadoreña para que pueda operar de manera eficiente y eficaz en apoyo a los objetivos institucionales.

**Objetivos específicos del servicio según lo solicitado por la contraparte principal de IFES en El Salvador:**

- f) Realizar una evaluación de los sistemas de control interno de las áreas estratégicas de una institución pública, tales como, pero no limitadas a: Servicios Informáticos, Comunicaciones, Planificación Estratégica, Gestión de Calidad, Organización y Métodos y Capacitación.
- g) Revisar los reglamentos y procedimientos administrativos de las áreas estratégicas, a fin de establecer los aspectos relevantes en los que cada área estratégica desarrolla sus actividades dentro de la institución.
- h) Realizar un diagnóstico funcional de las cinco áreas estratégicas identificadas que permita establecer la capacidad de dichas áreas para enfrentar los retos actuales, y modernizar su gestión.
- i) Identificar, con la participación del personal de la institución, la situación actual en materia de normas y procedimientos administrativos de cada área estratégica objeto de esta consultoría
- j) Elaboración de una hoja de ruta para la modernización de las áreas clave de la institución pública objeto de la consultoría.

**Entregables:**

- a) Análisis y evaluación de necesidades técnicas y administrativas para cada una de las unidades estratégicas de la institución objeto de la consultoría estipulada por el proyecto.
- b) Informe escrito con los aspectos relevantes de los reglamentos y procedimientos administrativos de las unidades estratégicas de la institución definidas por el proyecto para fortalecer el desempeño.
- c) Informe escrito con los aspectos relevantes de los procedimientos técnicos de las unidades estratégicas de la institución estipulados por el proyecto para fortalecer el desempeño.
- d) Informe escrito con recomendaciones técnicas y administrativas para cada una de las unidades estratégicas de la institución estipuladas por el proyecto.
- e) Hoja de ruta para la reingeniería y modernización de las unidades estratégicas de la institución estipuladas por el proyecto.

**Calificaciones:**

La compañía debe acreditar 3 años de experiencia relevante en:

- Facilitar o liderar procesos de reingeniería, desarrollo organizacional y planificación estratégica en instituciones públicas salvadoreñas.

- Conocimiento aplicado del marco legal salvadoreño relacionado pero no limitado a procedimientos administrativos, mecanismos de servicio civil y procesos de formación de ley.

-Experiencia en la implementación de consultorías para proyectos financiados por agencias de cooperación internacional.

\* Todos los productos deben ser presentados en español

## 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 Geographic Code (applicable to USAID funding only)

IFES' project in **El Salvador** is funded by United States Agency for International Development (USAID) under Source and Nationality (S/N) Geographic Code 937 (please refer to [22 CFR 228.03](#) for more information). A waiver request may apply to certain offers. If IFES determines a waiver would be necessary, the estimated time required to obtain the waiver will be considered within the "Timeline" in the Evaluation Criteria. IFES encourages all prospective contractors to consider products that fall under S/N Geographic Code 937 whenever possible.

### 5.3 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.

### 5.4 Packing

The Response must contain details of packing for each product that requires shipping with full dimensions (length, width, and height) and weight.

***The deadline for submitting samples by all vendors is January 13, 2022.***

## 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% of 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 US Dollars (USD). 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 USD	Total Price USD
<b>Group 1: b,c,d</b>						
b.	Written Report	Relevant aspects of the administrative regulations and procedures of the institution’s strategic units stipulated by the project in order to strengthen performance.	1	1		
c.	Written Report	Relevant aspects of the technical procedures of the institution’s strategic units stipulated by the project in order to strengthen performance.				
d.	Written Report	Technical and administrative recommendations for each of the institution’s strategic units stipulated by the project.	1	1		
Subtotal Group 1:						
<b>Group 2: a,e</b>						

a.	Technical Assessment	Technical and administrative needs assessment analysis for each of the institution subject of the consultancy strategic units stipulated by the project.	1	1		
e.	Reengineering strategy/plan	Roadmap for the reengineering and modernization of the institution's strategic units stipulated by the project.	1	1		
Subtotal Group 2						
Total						
Taxes (if applicable)						
Shipping/Freight/Delivery Costs						
Grand Total						

**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 RFP**