

Request for Proposal

Reference No.: 002-2017

Capacity Development on Transformational Leadership and Management for Senior
Afghan Female Civil Servants and Members of Parliament



Handwritten signature

March 27, 2017

Dear Sir/Madam,

Subject: Request for Proposal (RFP) "Capacity Development on Transformational Leadership and Management for Senior Afghan Female Civil Servants and Members of Parliament"

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure **[Capacity Development on Transformational Leadership and Management for Senior Afghan Female Civil Servants and Members of Parliament]** as described in this Request for Proposal and its related annexes. UN Women now invites sealed proposals from qualified proposers for providing the requirements as defined in these documents.
2. In order to prepare a responsive proposal, you must carefully review, and understand the contents of the following documents:
 - i. This letter and Proposal Instruction Sheet (PIS)
 - ii. [Instructions to Proposers \(Annex I\)](http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf) available from this link <http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>
 - iii. [Terms of Reference \(TOR\) \(Annex II\)](#)
 - iv. [Evaluation Methodology and Criteria \(Annex III\)](#)
 - v. [Format of Technical Proposal \(Annex IV\)](#)
 - vi. [Format of Financial Proposal \(Annex V\)](#)
 - vii. [Proposal Submission Form \(Annex VI\)](#)
 - viii. [Voluntary Agreement for Promoting Gender Equality in the Workplace \(Annex VII\)](#)
 - ix. [Proposed Model Form of Contract \(Annex VIII\)](#)
 - x. [General Conditions of Contract \(Annex IX\)](#)
 - xi. [Joint Venture/Consortium/Association Information Form \(Annex X\)](#)
 - xii. [Submission Checklist \(Annex XIII\)](#)
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex-I –see above link\)](#).

PROPOSAL INSTRUCTION SHEET (PIS)

Detailed Instruction governing below listed summary of the "instructions to proposers" are available in the Annex I ("Instruction to Proposers") accessible from this <http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>

Cross Ref. to Annex I	Instruction to Proposers	Specific Requirements as referenced in Annex I
4.2	Deadline for Submission of Proposals	<p>Date and Time: April 20, 2017 12:00 AM</p> <p>City and Country: [Kabul, Afghanistan] (for local time reference, see www.greenwichmeantime.com)</p> <p>This is an absolute deadline, proposal received after this date and time will be disqualified.</p>
4.1	Manner of Submission	<p><input checked="" type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail</p> <p><input checked="" type="checkbox"/> Electronic submission of Proposal</p>
4.1	Address for Proposal Submission	<p>Personal Delivery/ Courier mail/ Registered Mail:</p> <p>The proposals should be sealed and sent under the subject of “Capacity Development on Transformational Leadership and Management for Senior Afghan Female Civil Servants and Members of Parliament” in the subject of your cover letter or envelope</p> <p>PO Box: 949, UN Women Afghanistan, UNOCA Compound, Jalalabad Road, Kabul, Afghanistan.</p> <p>Electronic submission of Proposal:</p> <p>Dedicated Secure E-mail address(s): Technical and Financial Proposals: registry.unwomen.af@unwomen.org</p>
3.1	Language of the Proposal:	<p><input checked="" type="checkbox"/> English</p> <p>Proposals will be accepted in English only and must include details of the activities proposed, a breakdown of milestones and timelines.</p>
3.4.2	Proposal Currencies	Preferred Currency: <input checked="" type="checkbox"/> USD
3.5	Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above)	60 working days

2.4	Clarifications of solicitation documents	Applicants can submit their questions by email no later than April 12, 2017. Questions will be compiled and answers provided to all Applicants by 16 April.
	Contact address for requesting clarifications on the solicitation documents	Requests for clarification should be addressed to the e-mail address: registry.unwomen.af@unwomen.org Proposers must not communicate with any other personnel of UN Women regarding this RFP.
2.5	Pre-Proposal/Bid Meeting	<input type="checkbox"/> Not applicable

4. The Proposer will be selected based on the Evaluation Methodology and Criteria indicated in Annex III.
5. This letter is not to be construed in any way as an offer to contract with your organization.

Yours sincerely,



Rebecca Reichmann Tavares
Officer-in-Charge
UN Women Afghanistan

Annex II

Terms of Reference

Background

The leadership of the Afghan Government changed in September 2014. Limited number of women who made it to senior positions need to be supported in their leadership and management capacity as they are faced with multiple challenges, especially with regards to managing the complex issues facing their organizations, influencing policy making and advancing women's rights' agenda.

UN Women Afghanistan's Country Office (ACO) in its efforts towards improved gender equality and women's political and economic empowerment in Afghanistan intends to develop the transformational leadership and management capacity of the women working in senior positions within the Afghan government institutions. The programme will help the women leaders to achieve their potential at the top of their organizations.

Main purpose of this training programme is to improve capacity of the targeted women to become transformation leaders, manage for success, accomplish challenges more effectively, speak more convincingly, become better influencers and negotiators and effective managers for successful execution of their functions.

The training programme will take place in three groups. A total of 75 women leaders will be covered under this programme where 25 women in Group 1 (Civil Servants at Grade 1¹ and possibly some of the Deputy Ministers who were not able to join the 2016 programme), 25 women in Group 2 (Civil Servants at Grades 2-3) and 25 women in group 3 from the two houses of Parliament.

Each group will receive 6 days training on the topics mentioned below. The training can be delivered either in English or in a local language and UN Women will provide simultaneous translation service in case the trainings are provided by international trainers. Contents of the programme (training manual, Power Point Presentations, handouts, exercises and instructions, etc) should be translated to local language.

The programme focuses on the day to day experiences of the women leaders and assist them through practical training sessions to strengthen the leadership and management skills.

The consulting firm will work closely under the overall supervision of the PEEP Programme Manager and direct supervision of the Economic Empowerment Officer.

¹ Grade 1 are mostly people who work at the level of Director General or Director in some cases. Grade 2 are mostly people who work at the level of Director and Grade 3 are mostly head of Departments/Units

Purpose of the RFP

The purpose of these terms of reference is to hire a consulting firm that can provide professional services and deliver the training on “Capacity Development on Transformational Leadership and Management Skills for Senior Afghan Female Civil Servants and Members of Parliament”

Objectives of the Capacity Development Programme

The programme is developed towards the following objectives:

1. The female leaders have a deeper understanding of the leadership concept, their personality profile and traits to make an effective match between the two.
2. The female leaders are able to analyse challenges and find practical solutions through their available resources in their working context.
3. The female leaders are able to manage for success through strong team building and giving a strategic direction to their organizations.
4. The female leaders are better able to manage relationships and conflicts, manage change and reforms and ultimately bring greater transparency and accountability within their institutions.
5. The female leaders build stronger capacity to influence, negotiate and skills of public speaking.
6. A connection is created among the women officials and an informal support network is created towards supporting one another

Implementation Modality:

Flow of the Training: The programme for the three groups may be organized simultaneously. Therefore, the order/flow of topics should be arranged in a way that allow the trainers to move from one group to the other the next day. For example, if a trainer is doing the training on public speaking for group A on day 1, the same topic could be delivered by this trainer to group B on day 2 and vice versa. Thus, the consulting firm needs to recommend a flow for the training to take place.

Participants: UN Women will work closely with Office of the President, Office of the First Lady and the two houses of Parliament to identify the participants and specify the three Groups.

Roles of UN Women and Consulting Firm: The training will take place in Bamyan Province of Afghanistan and UN Women shall bear the costs of transportation for the participants. The consulting firm is responsible for all technical aspects of the training including need assessment, developing training materials, providing trainers and facilitators, delivering the training, training completion report, etc. UN Women will take care of the logistical arrangements including venue booking, bringing the participants at the training location, accommodation for the participants, food, local transportation, simultaneous translation during the training, stationery, etc. It is worth mentioning that, the consulting firm has to take care of their own logistical arrangements such

as air tickets, accommodation, food, transportation, etc. However, UN Women can facilitate connecting with relevant bodies, if required.

Suggested Topics

Leadership:

- Understanding transformational leadership/Concept of Transformational Leadership
- Personality assessments – reading personality profiles
- Emotional intelligence
- Understand and analyse challenges facing women's leaderships
- Establishing frameworks to respond to challenges
- Diplomatic etiquette
- Diplomatic protocols
- The art of Public speaking

Management

- Strategic management
- Conflict Management/resolution
- People management
- Performance management
- Managing relationships
- Team building
- Change management
- Transparency and accountability through management
- Planning and prioritization

It is recommended that 2 days are dedicated for Management related training, and 4 days for Leadership. However, the format of the training is open to innovative ideas and propositions and the time allocation for Leadership and Management topics may vary according to the Leadership/Management role the participants are holding. The consulting firm may propose how much time should be dedicated to each topic. You may also propose to combine two topics where applicable. The initial need assessment will further help with designing the programme.

Capacity needs assessment is also possible if you deem necessary. UN Women can support to circulate and collect needs assessment forms which can help the firm to design the programme contents accordingly. All contents of the programme will have to be vetted and approved by UN Women prior to finalization.

Summary of Key Functions and Deliverables

Provide professional services which includes technical expertise to deliver the capacity development programme:

Deliverables	<ul style="list-style-type: none"> The consulting firm will develop, revise and finalize the training materials (manual, handouts and PPTs) on the mentioned topics Training sessions: Three 6-day training sessions for 75 number (25 in each group) of senior Afghan Female Civil Servants and Members of Parliament on Transformational Leadership and Management Skills in July 2017. One detailed report that reflects the pre and post training assessment, progress of training delivery, challenges, lessons learnt, recommendations and follow up plans/activities to be undertaken.
Activities/ Tasks	<p>Activities include but are not necessarily limited to the following tasks:</p> <ul style="list-style-type: none"> Provide detailed action plan as to the different activities relating to the implementation of the project. Conduct the capacity needs assessment of the participants, if required and as per UNW's advice. Provide trainers and facilitators for delivering the training sessions as per the suggested topics: the firm should provide enough number of experts and facilitators on each subject; Provide learning material: the firm should provide the learning materials on the different modules/topics to UNW. Stationary: work closely with UNW team as to the quality and type of stationary and logistical items required for the training. Conduct pre and post training assessment: the firm should conduct pre and post training assessment for the participants on that skill to track the results of the training. Deliver the training to the participants: deliver the training per the suggested agenda. Trainers can shift over from one group to another, however it is up to the firm how they can better arrange this. Training Report: Provide a report to UN Women on the training within 10 days after the training is completed.
Personnel / Qualifications	<ul style="list-style-type: none"> The firm should provide full CVs of its staff that will be deployed to this assignment with clear and segregated ToRs. The consulting firm must explain the experience of all key staff members that will be assigned to this project; their specific areas of expertise and responsibilities and the extent to which the proposed staff member will remain engaged in this Assignment.

Roles and responsibilities of the parties	<ul style="list-style-type: none"> • The consulting firm is responsible for all technical aspects of the training including need assessment, developing training materials, providing trainers and facilitators, delivering the training, training completion report, etc. • UN Women will take care of the logistical arrangements including venue booking, bringing the participants at the training location, accommodation for the participants, food, local transportation, simultaneous translation during the training, stationery, etc. • The consulting firm has to take care of the logistical arrangements for their staff. UN Women can facilitate connecting to the relevant bodies i.e. Hotel, Airline, etc. • UN Women will work closely with the consulting firm and provide necessary guidance if required. UN Women will also play the role of a monitoring body and will advise the firm regularly in case any changes are required • UN Women will approve all contents of the programme and give a go ahead sign to the firm
Timeframe and location	<ul style="list-style-type: none"> • Total duration of the Capacity development programme is six days for each group in July 2017. The consulting firm is expected to make the other necessary arrangements, providing enough days for preparation within Afghanistan • Location of the assignment is Bamyan Province, Afghanistan
Communication and reporting obligations	<ul style="list-style-type: none"> • The firm must communicate any issue, if need be, with the representative of UN Women who will be accompanying the team for the capacity development programme. • The firm must submit a detailed report to the representative of UN Women withing 10 days after the programme.

Annex III

Evaluation Methodology and Criteria

1. **Cumulative Analysis Methodology:** A proposal selected on the basis of *cumulative analysis* where total score is obtained upon a combination of the weighted technical and financial attributes.

A two-stage procedure will be utilized in evaluating of the proposals; the technical proposal will be evaluated with a minimum pass requirement of [70%] of the obtainable [70] points assigned for technical proposal. A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of [70%] of the obtainable score of [70] points prior to any price proposal being opened and compared. The financial proposal will be opened only for those entities whose technical proposal achieved the minimum technical threshold of [70%] of the obtainable score of [70] points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

The total number of points, which a firm/institution may obtain for its proposal, is as follows:

Technical proposal: [70]

Financial proposal: [30]

Total number of points: [100]

Evaluation of financial proposal:

In this methodology, the maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion.

A formula is as follows:

$$p = y (\mu/z)$$

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

The contract shall be awarded to the proposal obtaining the overall highest score after adding the score of the technical proposal and the financial proposal.