



REQUEST FOR PROPOSAL (RFP)
Ref. UNDP/AFG/RFP/2021/0000008491
(Services)

United Nations Development Programme (UNDP)	DATE: February 7, 2021
	REFERENCE: UNDP/AFG/RFP/2021/0000008491-Assessment of PDs Administrative Services, COPS Project

Dear Sir / Madam:

The United Nations Development Programme (UNDP) Afghanistan Country Office hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents:

- Letter of Invitation
- Annex 1 - Description of Requirements
- Annex 2 - Terms of Reference
- Annex 3 - Form for Submitting Service Provider's Technical Proposal
- Annex 3b – Form for Submitting Financial Proposal
- Annex 4 – Proposal Submission Form
- E-tendering Instructions Manual for Bidders
- FAQ for Bidders

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the

Service Provider accepts without question the General Terms and Conditions of UNDP in this link:
<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:
<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Your offer, comprising of documents stated in this RFP, should be submitted to UNDP Afghanistan in accordance with the Annex 1 (Description of Requirements) through the **"UNDP ATLAS E-tendering system"** (<https://etendering.partneragencies.org>)

Kindly go through this invitation letter and other documents attached here to this RFP. Should you have any questions or require any clarification, please feel free to email your questions/clarifications to the procurement officer at procurement.af@undp.org. The subject of the email should be UNDP/AFG/RFP/2021/0000008491-Assessment of PDs Administrative Services, COPS Project

UNDP looks forward to receiving your proposal and thanks you in advance for your interest in UNDP procurement opportunities.

Sincerely yours,



Shadi Hussein
Head Of SCMO
February 7, 2021

Annex 1- Description of Requirements

Context of the Requirement	Please refer to Terms of Reference Annex-2
Implementing Partner of UNDP	Community-Oriented Policing Services (COPS) Project-LOTFA
Brief Description of the Required Services	Assessment of PDs Administrative Services, COPS Project
List and Description of Expected Outputs to be Delivered	Please refer to Terms of Reference Annex-2
Person to Supervise the Work/Performance of the Service Provider	Please refer to Terms of Reference Annex-2
Frequency of Reporting	Please refer to Terms of Reference Annex-2
Progress Reporting Requirements	Please refer to Terms of Reference Annex-2
Location of work	Kabul Afghanistan
Expected duration of work	The contract will have a duration of 5 months .
Target start date	March 2021
Latest completion date	Within 5 Months (subject to change, decision shall be taken during contract execution)
Travels Expected	Please refer to Terms of Reference Annex-2
Special Security Requirements	NA
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Please refer to Terms of Reference Annex-2
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Please refer to Terms of Reference Annex-2
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP COPS Project – Project Manager
Type of Contract to be Signed	<input checked="" type="checkbox"/> PO/Contract shall be issued

Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal. <input checked="" type="checkbox"/> Minimum passing score for Technical Proposal – 70% (70 out of 100 points)
Criteria for the Assessment of Proposal	<input checked="" type="checkbox"/> Combined Scoring Method, using the 70% and 30% distribution for technical and financial proposals respectively, where the minimum passing score of technical proposal is 70% out of 100 points Technical Proposal (100%) <input checked="" type="checkbox"/> Qualifications / Expertise of the Firm (Service provider - 40% (Bidder shall refer to Annex 2, Section A for details) <input checked="" type="checkbox"/> Proposed Methodology for the completion of Services, Its Appropriateness to the Condition and Timeliness of the Implementation Plan - 30% (Bidder shall refer to Annex 2, Section B for details) <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel - 30% (Bidder shall refer to Annex 2, Section C for details and Terms of Reference, Section F for qualification requirements of each expert indicated below. <ul style="list-style-type: none"> • Team Leader / Project manager (6 points) • Capacity Development Specialist (6 points) • Institutional Change Management Specialist (6 points) • Researcher/Survey Expert 6 points) • Communications and Reporting Expert (6 points)
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP	<input checked="" type="checkbox"/> Letter of Invitation <input checked="" type="checkbox"/> Annex 1 - Description of Requirements <input checked="" type="checkbox"/> Annex 2 - Terms of Reference <input checked="" type="checkbox"/> Annex 3 - Forms for Submitting Service Provider's Technical Proposal <input checked="" type="checkbox"/> Annex 3B – Financial Proposal Template (to be submitted separately by bidder) <input checked="" type="checkbox"/> Proposal Submission Form (Annex 4) <input checked="" type="checkbox"/> Annex 5 – Proposal Submission Form <input checked="" type="checkbox"/> E-tendering Instructions Manual for Bidders FAQ for Bidders <input checked="" type="checkbox"/> Proposal Submission Form (Annex 4)

Contact Person for Inquiries (Written inquiries only)	Focal Person in UNDP: E-mail: procurement.af@undp.org Note: This email address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was officially received. Note: The Subject Line of email should be RFP 8491 Assessment of PDs Administrative Services, COPS Project . The clarifications should be asked at least 5 days earlier to the below email address. Email: procurement.af@undp.org
Required Documents that must be Submitted to Establish Qualification of Proposers (In “Certified True Copy” form only)	<input checked="" type="checkbox"/> Company Profile, which should not exceed fifteen (15) pages, <input checked="" type="checkbox"/> Technical and Financial Proposal (Work Methodology, implementation plan, proposed team structure) according to TOR (Annex 2) <input checked="" type="checkbox"/> Signed form for Submitting Service Provider’s Proposal (Annex 3) <input checked="" type="checkbox"/> Signed Proposal Submission Form (Annex 4) The service provider should have proven experience <input checked="" type="checkbox"/> Have minimum five years’ experience in the provision of similar services/contracts (Have experience and expertise in institutional functionality assessment, community engagement, professional organizational assessment) <input checked="" type="checkbox"/> The Proposer should have completed at least two <u>similar assignments (Contracts)</u> in terms of complexity and nature (experience and expertise in institutional functionality assessment, community engagement, professional organizational assessment) in the last 3 <u>years</u> and the contract value of previous similar work and at least one similar contract should be equal to or more than USD 100,000, and should have the experience of working with the government of Afghanistan. Copies of the contracts shall be submitted. <input checked="" type="checkbox"/> Valid Certificate of Registration of the business from Related government authority. <input checked="" type="checkbox"/> Statement of Satisfactory Performance from the Top 2 (two) Clients within the past 05 (five) years. <input checked="" type="checkbox"/> Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references; <input checked="" type="checkbox"/> Structure of the team, including the names, position in the team and CVs of key personnel- For details please refer to Annex – 2 TOR.
Allowable Manner of Submitting Proposals	<input checked="" type="checkbox"/> Online bidding in E-Tendering module. Date and Time: As specified in the system (note that the time zone indicated in the system in New York Time zone). PLEASE NOTE: - Date and time visible on the main screen of the event (on the E-Tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the E-Tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly to the system.

	<p>Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist.</p> <p>Note: for registration please refer to E-tendering instruction manual and FAQ.</p>
Conditions and Procedures for electronic submission and opening, if allowed	<p>Online Bidding E-tendering Module.</p> <p><input checked="" type="checkbox"/> Official Address for e-submission: [https://etendering.partneragencies.org]</p> <p><input checked="" type="checkbox"/> Free from virus and corrupted files</p> <p><input checked="" type="checkbox"/> Format: PDF, Excel, Word</p> <p><input checked="" type="checkbox"/> Virus Scanning Software to be Used prior to transmission: Symantec/Norton/ESET NOD 32/ AVG/ Avira/ Bitdefender/ Kaspersky/ F-secure/ G Data/ Bull Guard/Avast</p> <p><input checked="" type="checkbox"/> The Technical Proposal should be submitted separately from the Financial Proposal and must not contain any pricing information whatsoever on the services offered.</p> <p><input checked="" type="checkbox"/> Financial Proposal Password: Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP if the proposal is deemed technically qualified. Proposers will have 48 hours to respond to the request for password from UNDP. Proposers are advised to note their passwords in a secure place. Should UNDP be unable to open the file due to forgotten password(s), the Proposal shall be rejected.</p> <p>The bids submitted by email/post mail/hand shall not be accepted. While entering financial proposal in the e-tendering system, always mention your price as USD 1. Please do not mention the value of your financial proposal in e-tendering system. It should only be mentioned in the password protected file/attachment of financial submission form (form F and G). The proposal of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</p>
Joint Venture, Consortium or Association	<p>a. If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>b. After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>c. The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p>

	<p>d. The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>e. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>f. Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>g. The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p>
Pre-Proposal meeting	h. Not Applicable

Annex 2 – Detailed Terms of Reference

Terms of Reference (ToR) Assessment of Police Districts Administrative Services Community-Oriented Policing Services (COPS) Project Law and Order Trust Fund for Afghanistan (LOTFA)

A. BACKGROUND Information and Rationale, Project Description

The Government of Islamic Republic of Afghanistan (GIROA) and international community have been working together for well over a decade to build a national police force that can ensure safety and enforce law and order in Afghanistan for all citizens, men, and women, young and old, in rural and urban settings. The task is now for the Ministry of Interior Affairs (MOIA) and to transform the Afghan National Police (ANP) from a counter-insurgency force into one that focuses on enforcing the rule of law and dealing with crimes and basic security needs of people in Afghanistan. Currently, levels of training remain low – the illiteracy rate among police is high and new recruits join the force after only a few weeks of basic training. Once on the job, there are few opportunities for professional development or training.

The establishment of LOTFA:

UNDP has operated LOTFA since 2002. LOTFA was originally created to support the establishment, payment, equipment and training of the police force in Afghanistan. The central goal was to support the Government of Islamic Republic of Afghanistan (GIROA) in achieving a paid, professional Afghan National Police (ANP) and staff of the General Directorate for Prison and Detention Centres (GDPDC) that deliver essential services to the Afghan people for improved public trust, safety and security and to support improved rule of law enforcement.

Based on consultations conducted between UNDP, the GIROA and donors it was determined that the scope of LOTFA should be expanded to include the entire justice chain (police, courts and prisons) and cover all institutions across the entire Rule of Law sector, with an increased focus on anti-corruption. Simultaneously, the LOTFA structure was revised to bring it more in line with international standards and best practices on Trust Fund management and administration.

Recent restructuring to LOTFA:

The new LOTFA Terms of Reference (TOR) and Strategic Framework approved in November 2018 has turned LOTFA into a multi-partner trust fund (MPTF) funded by twenty-three donors and established four thematic areas 1) Security, 2) Justice, 3) Anti-Corruption and 4) Ministry of Interior Affairs (MOIA)'s Payroll to support the government reform plans and evidence-based policy and programmatic interventions.

Project Background

In 2020, the LOTFA Steering Committee approved a 4-year UNDP's project, titled Community-Oriented Policing Services (COPS) which focuses on supporting the ANP to (1) increase the trust and cooperation between communities and the police through an enhanced Police-e-Mardumi (PeM) methodology, including piloting new approaches to allow the ANP to capture the voices of the community, together with (2) the establishment of an enabling environment, allowing police personnel working in police districts to deliver improved community-oriented policing services meeting the demands and needs of the communities which they serve. The Project focuses on the Provincial Headquarters and Police Districts in Kabul.

B. Specific Objectives

Improved trust between citizens and police increase security and save lives. Communities that are distrustful, if not fearful of the police meant to serve and protect them, are less willing to provide authorities with crucial intelligence and support, or to seek potentially life-saving assistance when needed.

The ANP currently experiences low trust, both in its role as a militarized force and as a community service. According to the Asia Foundation, only 32% of Afghans believe the ANP efficiently arrests people that have committed crimes. Indeed, corruption (42% of Afghans have encountered some level of corruption in their dealings with the ANP) and criminality within ANP ranks is seen to be widespread, further discouraging people from accessing formal justice mechanisms. Even though the overall situation is better in Kabul (where 60% of respondents said they trusted or

strongly trusted the ANP, according to LOTFA's 2020 Community and Police Perceptions Survey – 'CPPS'), there is little spotlighting of ANP personnel positively and proactively assisting citizens day to day or processing complaints with integrity.

The MOIA Strategic Plan recognizes the current challenges faced by the ANP in its relation to the community and expressed its goal of transforming the ANP from a paramilitary force into a professional police institution that will be able to 'far more appropriately respond to the needs of the public that it serves' and be capable of providing rule of law services to the people of Afghanistan.

Based on MoIA four years strategic plan (MISP) which focuses on the training, administration, equipment and support to the National police the scope of this assignment is to support MISP through assessing current challenges of the PHQ Kabul and its police stations which will includes the administrative procedures, trainings and equipment. This assignment will be enlightening the realities of police stations functionalities and its challenges. As there are challenges in the administrative procedures and other parts of police stations which includes but not limited to the planning, allocation of resources and deployment of personnel, existing of regular oversight and monitoring mechanism, responsiveness and problem solving, and administrative capacity will be assessed. During this endeavor gaps of the functionalities of polices stations administrative capacity will be identified and recommendations and proposed action plan in coordination with PHQ and PDs will be developed to fill the gaps and challenges. The new proposed plan would be an applicable and aligned with ANP future force, 2024.

Accordingly, the objectives of this assignment is to:

- To identify the functionality and administrative challenges in Kabul PHQ, which includes absence of coordination between police and other security institutions, reporting, chain of command, human resources and deployment and on the job training. This assessment will be conducted in consultation and collaboration with the Kabul PHQ in the designated police stations; PD 1, PD 2, PD 3, PD 4, PD 5, PD 6, PD 7, PD 8, PD 9, PD 10, PD 11, PD 12, PD 13, PD 15, PD 16, PD 17, PD 18 & PD 21) total 19 Police stations in Kabul city.
 - This assessment will focus on the administrative and functionality of the PDs and will provide analytical and applicable recommendations on enabling the environment of PDs to provide better services to the community
 - In this assessment the contractor in close coordination with the Kabul PHQ and related MoIA directorates focus on the administrative issues and challenges of the PDs and will provide a clear and applicable guideline to improve the quality of the services in the designated police stations.
- To develop a guideline on the application of the new General Directorate of Personnel (GDoP) Standards Operation Procedures (SOP) on the recruitment of the personnel at PD level.
 - The new administration of MoIA has developed certain procedures for GDoP which focuses on the transfer, promotion and retirement of personnel based on the ANDSF inherent law and General Recruitment Command (GRC) focuses on entrance of any level of personnel to MoIA to be done by one stop shop which is GRC, this assessment will focus on the shortcoming of application of new SOPS and will provide clear guideline and recommendations.
- In this assessment the contractor will have an in-depth analysis of the education level of the personnel in the mentioned PDs this will occur in coordination with office of Deputy Minister for training and personnel and Program Management Office (PMO).
 - The education part of this assessment is crucial and it has its interlinkages with the reform plan of the PDs a clear picture of the personnel with level of their education and the process of their recruitment and its challenges should give the project with proper information; what exist and what are the recommended mechanism to bring reform and improve the level of police personnel knowledge and skills at PDs.
- In this assessment the contractor needs to assess the existing use of technologies and equipment at PD levels its usage and effectiveness.

- Under this section the contractor in close coordination with the PHQ and MoIA related directorates will have the opportunity to assess the existing use of technologies and equipment and provide clear recommendations on how to improve the quality of services using the modern technology in order to provide better services to the communities.

C. Scope of Services

The duration of this assignment is 5 months with the following specific scope:

1. Review MOIA Strategic Plan, CPPS report and findings, future police plans, as well as other relevant studies and documents to gain full contextual understanding;
2. Engage with relevant MOIA directorates, PHQ and police at target PDs in Kabul to secure buy-ins and develop plans for conducting the assessment of the mentioned PDs and agree on mechanism on how to carry out the assessment within the time frame given to this assignment.
3. Design and implement quantitative and qualitative surveys and/or targeted PDs during the assessment and get consent of the interviewers before proceeding for the interview.
4. Collaborate with PDs relevant units and companies (Tolai) of the PDs to not interrupt their daily activities and it to be managed in coordination with the PD commanders.
5. The assessment should focus the administrative procedures, communications, chain of command at PD level and focuses on existing gaps and challenges. The PD commander will provide the necessary document and information to the contractor.
6. In each PDs the personnel need to interview and assessed, which includes the different managerial and command layer of the PDs. The contractor should provide detailed information with the existing issues and proposed solutions.
7. Develop and implement the communication strategy and action plan for the assessment sessions. This should be done in consultation with relevant Kabul PHQ and Directorates of Community Policing Directorate (PeM).
8. A technical proposal to be developed by the contractors which to be included but not limited to the implementation plan, HR plan, logistics and other relevant administrative parts which support the implementation of a qualitative assessment of PDs and this plan should be aligned with the existing plans of the Kabul PHQ.

D. Deliverables and Schedules/Expected Outputs

No	Deliverables	Duration	Payment
1.	Inception report which details the proposed methodology and workplan for the assignment	Within 1 month from the date of contract commencement	10%
2.	Acceptance of <ul style="list-style-type: none"> • Implementation plan for the proposed assessment of the PDs developed and a copy is shared with Kabul PHQ and UNDP/COPS and by-in by relevant authorities. • Tools have been developed for the implementation of the qualitative and quantitative assessment in line with the SPSS data analysis system. • Actual assessment of Kabul designated PDs; PD 1, PD 2, PD 3, PD 4, PD 5, PD 6, PD 7, PD 8, PD 9, PD 10, PD 11, PD 12, PD 13, PD 15, PD 16, PD 17, PD 18 & PD 21) total 19 Police stations. • The technical expertise and staffing process of the contracted organization is completed based on the technical specifications provided in this ToR (section, h). • A technical assessment of the PDs which includes the Human Resources Management, the ratio of existing personnel compare to the population, Training and education 	3 Months	50% of contract value

	<p>mechanism, daily functionalities of the PDs (asset management and inventory, monitoring and daily reporting mechanism to PHQ, logistics and supply chain management) for enabling environment to better services by police to the communities are the major area of assessment.</p> <ul style="list-style-type: none"> • Availability of the technology at PDs and the skilled police personnel to handle or use the technologies are another area to be assessed by the contractor at institutional and individual level. • Monitoring, Evaluation, and Learning Framework with expected results clearly defined. 		
3.	<p>Acceptance of</p> <ul style="list-style-type: none"> • A report summarizing key processes, outcomes (of assessment and MOIA capacity development), challenges and opportunities in conducting reform in addition to the recommendations an action plan need to be developed by contractor in close coordination with Kabul PHQ and other relevant directorates. • PDs need to be prioritized based on the urgency and level of crime and risks in Kabul. • High quality docuseries capturing key processes, challenges in ground truthing of assessment findings, generated by contractors need to be submitted; • and up on the acceptance of the report from UNDP and endorsement of MoIA/PHQ the final installment will be released. 	1 Months	40% of contract value
	Total	5 Months	100%

E. FACILITIES to be provided by UNDP

Contractor shall arrange office space, internet facility, transport, logistical and other support services for their staff. Contractor shall arrange their own equipment (laptop and mobile phones). UNDP has no responsibilities to provide office space, transportation or accommodation.

UNDP will provide the assessment reports and other relevant documents based on the requirement of the assignment and will coordinate and introduce the contractor to MoIA. UNDP will conduct spot check and regular monitoring of this assignment.

F. EXPECTED duration of the contract/assignment

The contract duration will be for 5 months and the service provider will be responsible for providing five experts: i) Team Leader/Project Manager, ii) Capacity Development Specialist, iii) Institutional Change Management Specialist, iv) Researcher/Survey/Assessment Expert, v) Communications and Reporting Expert. The Assignment is expected to start in March 2021, for a duration of 5 months.

G. Professional Qualifications of the Successful Contractor and its key personnel

The service provider should have proven experience

1. Have experience and expertise in institutional functionality assessment, community engagement, professional organizational assessment
2. Have over five years' experience in the provision of similar services and at least 2 similar contracts in the past three years
3. Have qualified professionals with experience in institutional assessment, community engagement, research, external communications.

H. Key personnel qualifications

The firm should propose an appropriate team composition/size for carrying out the tasks as required within the given timeframe (5 months). The firm should provide Curriculum Vitae (CV) of the staff who would be responsible for this assignment. The CVs should include details on relevant experience carried out by the applicable staff, indicating capability and capacity to undertake the assignment.

Please include the following information on the proposed team in the technical proposal:

- a) Names and qualifications of the key personnel who will perform the services, and specifically indicate the identity of the team leader.
- b) CVs demonstrating qualifications: level of education in a relevant field and years of relevant experience. Relevant internationally recognized professional qualifications will be an advantage.

The following are the detailed requirements of the key personnel at minimum for this assignment.:

No.	Key Personnel	Minimum Educational Qualifications and Experience
1.	Team Leader / Project Manager	Master's or bachelor's degree in political science/public administration, management studies or any other related field. With Bachelor's degree 8 years of related experience and with master's degree 5 years.
2.	Capacity Development Specialist	Master's or bachelor's degree in training and education, political science and or in any of the related fields. With Bachelor's degree 8 years of related experience and with master's degree 5 years.
3.	Institutional Change Management Specialist	Master's or bachelor's degree in political science/public administration, management studies or any other related field. With Bachelor's degree 8 years of related experience and with master's degree 5 years.
4.	Researcher/Survey/Assessment Expert	Master's or bachelor's degree in political, public administration or in any of the related field. With Bachelor's degree 8 years of related experience and with master's degree 5 years
5.	Communications and Reporting Expert	Master's or bachelor's degree in communication and or media, political science and or in any of the related fields. With Bachelor's degree 8 years of related experience and with master's degree 5 years.

In case of any unforeseen circumstance(s) if one or more of the proposed key personnel fail to perform their duties under the contract, the Firm will be responsible to provide alternate personnel with at least similar or higher qualifications and skill-sets within 5 working days from the disengagement of the key personnel. In such event CVs of the alternate personnel must be approved by the agencies prior to engagement of such alternate person.

I. Quality Assurance/Control Mechanism:

The firm should ensure that the official communication and the reports must be reviewed and cleared by the firm/organization experts.

The UNDP will identify a single focal point for this purpose. The UNDP's focal point and a senior staff in charge of the project (Project Manager or Operations Manager) will officially communicate with the selected firm and provide feedback and inputs on the deliverables.

J. Price and Schedule of Payments

The contract price should be presented with the required breakdown. The contractor should include all cost components to render the services (expected to include professional fee, travel to field locations, accommodation, printing etc.).

Payments will be made to the contractor upon completion of the assignment as follows:

No	Deliverables	Duration	Payment
1.	Inception report which details the proposed methodology and workplan for the assignment	Within 1 month from the date of contract commencement	10%

2.	<p>Acceptance of</p> <ul style="list-style-type: none"> Implementation plan for the proposed assessment of the PDs developed and a copy is shared with Kabul PHQ and UNDP/COPS and by-in by relevant authorities. Tools have been developed for the implementation of the qualitative and quantitative assessment in line with the SPSS data analysis system. Actual assessment of the targeted police station in (PD 1, PD 2, PD 3, PD 4, PD 5, PD 6, PD 7, PD 8, PD 9, PD 10, PD 11, PD 12, PD 13, PD 15, PD 16, PD 17, PD 18 & PD 21) total 19 PDs. The technical expertise and staffing process of the contracted organization is completed based on the technical specifications provided in this ToR (section, h). A technical assessment of the PDs which includes the Human Resources Management, the ratio of existing personnel compare to the population, Training and education mechanism, daily functionalities of the PDs (asset management and inventory, monitoring and daily reporting mechanism to PHQ, logistics and supply chain management) for enabling environment to better services by police to the communities are the major area of assessment. Availability of the technology at PDs and the skilled police personnel to handle or use the technologies are another area to be assessed by the contractor at institutional and individual level. Monitoring, Evaluation, and Learning Framework with expected results clearly defined. 	3 Months	50% of contract value
3.	<p>Acceptance of</p> <ul style="list-style-type: none"> A report summarizing key processes, outcomes (of assessment and MOIA capacity development), challenges and opportunities in conducting reform in addition to the recommendations an action plan need to be developed by contractor in close coordination with Kabul PHQ and other relevant directorates. PDs need to be prioritized based on the urgency and level of crime and risks in Kabul. High quality docuseries capturing key processes, challenges in ground truthing of assessment findings, generated by contractors need to be submitted; and up on the acceptance of the report from UNDP and endorsement of MoIA/PHQ the final installment will be released. 	1 Months	40% of contract value
	Total	5 Months	100%

K. Recommended Presentation of Proposal

The contractor is expected to submit a proposal in English showing how it intends to deliver the services outlined in the ToR together with an overall budget. The proposal should include information at a minimum level as per annex 2

Annex 3 FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Preliminary requirement

1. Company Profile, which should not exceed fifteen (15) pages,
2. Technical and Financial Proposal according to TOR (Annex 2)
3. Signed form for submitting service provider's proposal (this annex 3)
4. Signed and stamped forms Annex 3B and Annex 4
5. Valid Certificate of Registration of the business from relevant authority
6. Acceptance of UNDP GTC

B. Qualifications of the Service Provider- 40 Points

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references.
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

Scoring shall be conducted based on the following:

- a) Reputation of Organization and Staff: Credibility, Accreditations, Financial Stability, Project management controls. **10 points**
- b) Specialized Knowledge: Number of similar contracts presented (higher than the required minimum of 1) for the assignment with similar nature and complexity. **15 Points**
- c) Age/Size of Firm: Number of years of firms' experience (higher than the required minimum of 5) as company in assignment with similar nature and complexity **-10 Points**
- d) Statement of Satisfactory Performance from the Top 2 (two) Clients within the past 05 (five) Years **-5 Points**

C. Proposed Methodology (Technical proposal) for the Completion of Services-30 Point

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

D. Qualifications of Key Personnel-30 Point

If required by the RFP, the Service Provider must provide:

- Team Leader / Project manager (6 points)
- Capacity Development Specialist (6 points)
- Institutional Change Management Specialist (6 points)
- Researcher/Survey Expert 6 points)
- Communications and Reporting Expert (6 points)

Note: Written confirmation from each personnel that they are available for the entire duration of the contract.

Annex 3B: Financial Proposal Template (to be password protected and attached as separate document)**1. Cost Breakdown per Deliverable***

The proposers are requested to provide cost breakdown per deliverables as clearly specified in the Terms of Reference (TOR) of this RFP. Amounts mentioned in this table will be considered final offer by the proposers.

**This shall be the basis of the payment tranches*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1	10%	
2	Deliverable 2	50%	
3	Deliverable 3	40%	
	Total	100%	

2. Cost Breakdown by Cost Component

The Proposers are requested to provide the cost breakdown for the above given prices based on the following formats. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1- Team Leader / Project manager				
2- Capacity Development Specialist				
3- Institutional Change Management Specialist				
4- Researcher/Survey Expert				
5- Communications and Reporting Expert				
II. Out of Pocket Expenses (if applicable)				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

[Name and Signature of the Service Provider's Authorized Person]

[Designation]

[Date]

Annex 4: Proposal Submission Form

To: Head of SCMO, UNDP Afghanistan

Dear Sir/Madam:

We, the undersigned, hereby offer to provide professional services for [insert: title of services] in accordance with your Request for Proposal dated [insert: Date] and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification.
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council.
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal for *90 days*.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Contact Details: _____

[please mark this letter with your corporate seal, if available]