



REQUEST FOR PROPOSAL (RFP)
Ref. UNDP/AFG/RFP/2021/0000008734

(Services)

United Nations Development Programme (UNDP)	<p>DATE: March 15, 2021</p> <p>REFERENCE: UNDP/AFG/RFP/2021/ 0000008734</p> <p>Capacity Assessment of Kabul Police Headquarter (PHQ) Community-Oriented Policing Services (COPS) Project Law and Order Trust Fund for Afghanistan (LOTFA)</p>
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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 3a - Form for Submitting Service Provider's Technical Proposal
- Annex 3b – Form for Submitting Financial Proposal (to be password protected by bidder)
- 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) to
procurement.af@undp.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/2020/0000008734F Capacity Assessment of Kabul Police Headquarter (PHQ) Community-Oriented Policing Services (COPS) Project Law and Order Trust Fund for Afghanistan (LOTFA)**

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

March 15, 2021

Annex 1- Description of Requirements

Context of the Requirement	Please refer to Terms of Reference Annex-2
Implementing Partner of UNDP	COPS project/ LOTFA
Brief Description of the Required Services	Capacity Assessment of Kabul Police Headquarter (PHQ) Community-Oriented Policing Services (COPS) Project Law and Order Trust Fund for Afghanistan (LOTFA)
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	4 months.
Target start date	01 May 2021
Latest completion date	4 months from contract start date
Travels Expected	Please refer to Terms of Reference Annex-2
Special Security Requirements	N/A
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	<input checked="" type="checkbox"/> Required

completing the services	
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 -LOTFA – Project Manager to be indicated at contract stage
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 3, Section A for details) <input checked="" type="checkbox"/> Proposed Methodology/Technical proposal (30%) for the completion of Services, Its Appropriateness to the Condition and Timeliness of the Implementation Plan (Bidder shall refer to Annex 2, Section B for details)

	<p><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel - 30% (Bidder shall refer to Annex 3, Section C for details and Terms of Reference, Section F for qualification requirements of each expert indicated below.</p> <ol style="list-style-type: none"> 1. Team Leader/Project Manager (5 points) 2. Capacity Development Specialist (5 points) 3. Institutional Change Management Specialist(5 points) 4. Research/Survey/Assessment Expert (5 points) 5. Information Technology Expert (5 points) 6. Communication Expert (5 points) <p>Financial Evaluation (30%): The following formula will be used to evaluate financial proposal: $p = y (\mu/z)$, 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</p>
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"/> Detailed TOR (Annex 2) <input checked="" type="checkbox"/> Form for Submitting Service Provider's Proposal (Annex 3) <input checked="" type="checkbox"/> Proposal Submission Form (Annex 4)
Contact Person for Inquiries (Written inquiries only)	<p>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 UNDP/AFG/RFP/2021/ 0000008734 Capacity Assessment of Kabul Police Headquarter (PHQ) Community-Oriented Policing Services (COPS) Project Law and Order Trust Fund for Afghanistan (LOTFA) The clarifications should be asked at least 5 days earlier to the below email address. Email: procurement.af@undp.org</p>
Required Documents that must be Submitted to Establish Qualification of Proposers (In	<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) <ol style="list-style-type: none"> 1. <input checked="" type="checkbox"/> Have minimum five years' experience in the provision of similar services/contracts (at least 2 similar contracts in the past two years

<p>“Certified True Copy” form only)</p>	<p>) with value 50,000 USD or above. Please provide list of the similar services/experience.</p> <p><input checked="" type="checkbox"/> The Proposer should have developed/completed at least <u>two similar assignments (Contracts)</u> in terms of complexity and nature in the last 3 <u>years</u> and should have the experience of working with the government of Afghanistan. Copy of the contracts shall be submitted.</p> <p><input checked="" type="checkbox"/> Valid Certificate of Registration of the business from Related government authority.</p> <p><input checked="" type="checkbox"/> Statement of Satisfactory Performance from the Top 2 (two) Clients within the past 05 (five) years.</p> <p><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;</p> <p><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.</p>
<p>Allowable Manner of Submitting Proposals</p>	<p>procurement.af@undp.org</p>
<p>Conditions and Procedures for electronic submission and opening, if allowed</p>	<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 not</u> 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. The proposal of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</p>
<p>Joint Venture, Consortium or Association</p>	<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</p>

	<p>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:

Capacity Assessment of Kabul Police Headquarter (PHQ) 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 Centers (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.

II. OBJECTIVES AND SCOPE OF ASSIGNMENT

Accordingly, the objectives of this assignment are to:

- The PHQ capacity assessment will be conducting in coordination and collaboration with the deputy ministry for security of ministry of interior affairs, in Kabul Police Head Quarter.
 - During this assessment the Kabul police headquarter administration process and

procedures for the deployment of the police personnel in the PD and other sub-units will be evaluated and clear recommendations will be provided to MoIA and UNDP.

- In this assessment the relation and coordination of Kabul PHQ with ministry of Interior related department for crime prevention will be evaluated and the contractor will provide analytical and applicable recommendations on enabling the environment of PHQ to provide better services to the community.
- In this assessment the contractor in close coordination with the Police-e-Mardumi Directorate (PEM) and related MoIA directorates focus on the functionality issues and challenges of the Kabul PHQ 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 PHQ level.
 - The Project Management Office (PMO) of MoIA has developed certain procedures for Training and Education Institutions and General Directorate of Personnel (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 at PHQ level 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 PHQ units and sub-units this will occur in coordination with office of Deputy Minister for Training and Personnel and Kabul Training Center, Police Staff College and Police Academy.
 - The education part of this assessment is crucial and it has its interlinkages with the reform plan of the PHQ 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 skills and knowledge of police personnel at Kabul PHQ.
 - Conduct Training Need Assessment of Kabul PHQ personnel and undertake training and workshops for PHQ personnel in coordination with Police Staff College.
- In this assessment the contractor needs to assess the existing use of technologies and equipment at PHQ 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.
 - In addition, the contractor will provide a list of new tools and equipment needed

for better functionality of Kabul PHQ along with the training and maintenance and sustainability plan.

- Regarding the Kabul control room what is the capacity, how effective it is to tackle and prevent the incidents and what are the need to improve the functionality. At this stage a comprehensive recommendation to build the existing capacity included but not limited to the skills, knowledge, and systems development to be provided by the contractor.

Scope of Services

The duration of this assignment is 4 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 and Kabul PHQ to secure buy-ins and develop plans for conducting the assessment of the mentioned units of Kabul PHQ 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 PHQ units during the assessment and get consent of the interviewers before proceeding for the interview.
4. Collaborate with relevant units and companies (Tolai) of Kabul PHQ to not interrupt their daily activities and it to be managed in coordination with the PHQ commanders and has designated focal points.
5. The assessment should focus the functionality, procedures, communications, chain of command between MoIA, PHQ and other defense and security institution in Kabul and concentrate on the existing gaps and challenges. The Designated focal point will provide the necessary document and information to the contractor.
6. In each units the personnel need to be interviewed and assessed, which includes the different managerial and command layers. The contractor should provide detailed information with the existing issues and proposed solutions recommended by PHQ personnel for analysis to UNDP.
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 functional parts which support the implementation of a qualitative assessment of units and this plan should be aligned and indorsed by MoIA.
9. Level of police personnel education need to be assessed and a comprehensive reform and training plan needs to be developed by contractor and buy-ins by MoIA relevant authorities to improve the capacity of personnel skills and knowledge for better law enforcement.
10. The activities of the contractor will be monitored by UNDP staff and national consultant and MoIA/Deputy Minister for Security Office other relevant directorates.
11. Technology and equipment support packages (Technology, tools and equipment with training and maintenance plan) to Kabul PHQ and related units need to be prepared in

coordination with Kabul PHQ to enhance the quality of services to provide safety and security to the people in Kabul.

C. Deliverables and Schedules/Expected Outputs

No	Deliverables	Duration	Payment
1.	Inception report which details the proposed methodology and workplan for the assignment; including the HR and logistic and operational plan need to be submitted by contractor.	Within 1 month from the date of contract commencement	10%
2.	<p>Preparation for the Assessment:</p> <p>Acceptance of</p> <ol style="list-style-type: none"> 1) Implementation plan for the proposed assessment of the Kabul PHQ and its relevant units developed and a copy is shared with Kabul PHQ and UNDP/COPS and relevant authorities. 2) The technical expertise and staffing process of the contracted organization is completed based on the technical specifications provided in this ToR (section, h). 3) Develop and implement the communication strategy and action plan for the assessment sessions. This should be done in consultation with Kabul PHQ and Directorates of Community Policing Directorate (PeM) and relevant directorates. 4) Tools have been developed for the implementation of the qualitative and quantitative assessment in line with the SPSS data analysis system and Shared with UNDP/COPS. <p>Actual Assessment of Kabul PHQ:</p> <ol style="list-style-type: none"> 5) During this assessment the administrative plan, process and procedures for the employment/deployment of the police personnel in the PDs and other sub-units of Kabul PHQ will be evaluated, which includes the Human Resources Management, the ratio of existing personnel compare to the population, Training and education mechanism, daily functionalities of the PHQ units (asset management and inventory, monitoring and daily reporting mechanism to MoIA, logistics and supply chain management) for enabling environment to better services by police to the communities are the major areas of assessment, and clear recommendations on reform and trainings will be provided to MoIA and UNDP/COPS. 	2.5 Months	50% of contract value

	<p>6) Action plan based on the capacity assessment and desk review for enhancement of administration capacity of PHQ to be developed.</p> <p>7) 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 functional parts which support the implementation of a qualitative assessment of units and this plan should be aligned and indorsed by MoIA.</p> <p>PHQ/PEM Assessment:</p> <p>8) The contractor to undertake the assessment of the Police Mardumi unit within PHQ as (Questionnaire Development, PeM impact assessment) a comprehensive of recommendations to be included in separate PeM unit assessment report and to be submitted to UNDP/COPS and MoIA.</p> <p>Trainings:</p> <p>9) Level of police personnel education need to be assessed and a comprehensive reform and training plan needs to be developed by contractor and buy-ins by MoIA relevant authorities to improve the capacity of personnel skills and knowledge for better law enforcement.</p> <p>10) Training Need Assessment (TNA) and training material development in coordination with Police Staff college to be completed for a five-day modular training workshops on the following areas (Sample training topics): Crime Prevention Measures, Community Coordination (policing), Mapping and Targeting Criminal Areas, Police Inquiry Tactics, Preparing Criminal portfolio for prosecution).</p> <p>11) The company will provide technical support to develop and prepare training materials, coordinate, and facilitate the workshops for 400 PHQ and PDs officers and NCOs. Venue, food, stationaries, transportation for participants will be arranged by another firm.</p> <p>Technology:</p> <p>12) Assessment of availability of the technology infrastructure at PHQs and skills and knowledge of personnel to handle or use these technologies are another area to be assessed by the contractor at institutional and individual level.</p> <p>13) Regarding the Kabul control room what is the capacity, how effective it is to tackle and prevent the incidents and crimes what are the requirements to improve the functionality. At this stage a</p>		
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	<p>comprehensive recommendation to build the existing capacity included but not limited to the skills, knowledge, and systems development to be provided by the contractor.</p> <p>14) Technology and equipment support packages (Technology, tools and equipment with training and maintenance and sustainability plan) for better functionality of Kabul PHQ and related units need to be prepared in coordination with Kabul PHQ to enhance the quality of services to provide safety and security to the people in Kabul.</p> <p>Monitoring and Evaluation (M&E):</p> <p>15) The Contractors need to assess the monitoring systems of the PDs by PHQ and evaluate its efficiency and effectiveness. The contractor to develop monitoring, evaluation, and Learning Framework with expected results clearly defined and developed for the PHQ sub-units and PDs.</p> <p>The activities of the contractor will be monitored by UNDP staff and national consultant and MoIA/Deputy Minister for Security Office other relevant directorates.</p>		
3.	<p>Acceptance of</p> <ul style="list-style-type: none"> • A report summarizing key processes, outcomes (MOIA/Kabul PHQ capacity assessment along with support packages), list of 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. • PHQ and subunits 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 by UNDP and endorsement of MoIA/PHQ the final installment will be released. 	15 Days	40% of contract value
	Total	4 Months	100%

III. TASKS

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.

EXPECTED duration of the contract/assignment

The contract duration will be for 4 months and the service provider will be responsible for providing Six experts: i) Team Leader/Project Manager, ii) Capacity Development Specialist, iii) Institutional Change Management Specialist, iv) Researcher/Survey/ Assessment Expert, v) Information Technology Expert vi) Communications and Reporting Expert. The Assignment is expected to start in May 2021, for a duration of 4 months.

Professional Qualifications of the Successful Contractor and its key personnel

The service provider should have proven experience

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

Key personnel qualifications

The firm should propose an appropriate team composition/size for carrying out the tasks as required within the given timeframe (4 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:

- Names and qualifications of the key personnel who will perform the services, and specifically indicate the identity of the team leader;
- 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.

No.	Key Personnel	Minimum Educational Qualifications and Experience
		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, Law and 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 science, 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.	Information Technology Expert	Master's or bachelor's degree in computer 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.
6.	Communications and Reporting Expert	Master's or bachelor's degree in Journalism, 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.

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.

IV. DELIVERABLES & METHODOLOGY

D. 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
2.	Inception report which details the proposed methodology and workplan for the assignment; including the HR and logistic and operational plan need to be submitted by contractor.	Within 1 month from the date of contract commencement	10%
2.	<p>Preparation for the Assessment:</p> <p>Acceptance of</p> <p>16) Implementation plan for the proposed assessment of the Kabul PHQ and its relevant units developed and a copy is shared with Kabul PHQ and UNDP/COPS and relevant authorities.</p> <p>17) The technical expertise and staffing process of the contracted organization is completed based on the technical specifications provided in this ToR (section, h).</p> <p>18) Develop and implement the communication strategy and action plan for the assessment sessions. This should be done in consultation with Kabul PHQ and Directorates of Community Policing Directorate (PeM) and relevant directorates.</p> <p>19) Tools have been developed for the implementation of the qualitative and quantitative assessment in line with the SPSS data analysis system and Shared with UNDP/COPS.</p> <p>Actual Assessment of Kabul PHQ:</p> <p>20) During this assessment the administrative plan, process and procedures for the employment/deployment of the police personnel in the PDs and other sub-units of Kabul PHQ will be evaluated, which includes the Human Resources Management, the ratio of existing personnel compare to the population, Training and education mechanism, daily functionalities of the PHQ units (asset management and inventory, monitoring and daily reporting mechanism to MoIA, logistics and supply chain management) for enabling environment to better services by police to the communities are the major areas of assessment, and clear recommendations on reform and trainings will be provided to MoIA and UNDP/COPS.</p> <p>21) Action plan based on the capacity assessment and desk review for enhancement of administration capacity of PHQ to be developed.</p> <p>22) 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 functional parts which support the</p>	2.5 Months	50% of contract value

	<p>implementation of a qualitative assessment of units and this plan should be aligned and indorsed by MoIA.</p> <p>PHQ/PEM Assessment:</p> <p>23) The contractor to undertake the assessment of the Police Mardumi unit within PHQ as (Questionnaire Development, PeM impact assessment) a comprehensive of recommendations to be included in separate PeM unit assessment report and to be submitted to UNDP/COPS and MoIA.</p> <p>Trainings:</p> <p>24) Level of police personnel education need to be assessed and a comprehensive reform and training plan needs to be developed by contractor and buy-ins by MoIA relevant authorities to improve the capacity of personnel skills and knowledge for better law enforcement.</p> <p>25) Training Need Assessment (TNA) and training material development in coordination with Police Staff college to be completed for a five-day modular training workshops on the following areas (Sample training topics): Crime Prevention Measures, Community Coordination (policing), Mapping and Targeting Criminal Areas, Police Inquiry Tactics, Preparing Criminal portfolio for prosecution).</p> <p>26) The company will provide technical support to develop and prepare training materials, coordinate, and facilitate the workshops for 400 PHQ and PDs officers and NCOs. Venue, food, stationaries, transportation for participants will be arranged by another firm.</p> <p>Technology:</p> <p>27) Assessment of availability of the technology infrastructure at PHQs and skills and knowledge of personnel to handle or use these technologies are another area to be assessed by the contractor at institutional and individual level.</p> <p>28) Regarding the Kabul control room what is the capacity, how effective it is to tackle and prevent the incidents and crimes what are the requirements to improve the functionality. At this stage a comprehensive recommendation to build the existing capacity included but not limited to the skills, knowledge, and systems development to be provided by the contractor.</p> <p>29) Technology and equipment support packages (Technology, tools and equipment with training and maintenance and sustainability plan) for better</p>		
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	<p>functionality of Kabul PHQ and related units need to be prepared in coordination with Kabul PHQ to enhance the quality of services to provide safety and security to the people in Kabul.</p> <p>Monitoring and Evaluation (M&E):</p> <p>30) The Contractors need to assess the monitoring systems of the PDs by PHQ and evaluate its efficiency and effectiveness. The contractor to develop monitoring, evaluation, and Learning Framework with expected results clearly defined and developed for the PHQ sub-units and PDs.</p> <p>The activities of the contractor will be monitored by UNDP staff and national consultant and MoIA/Deputy Minister for Security Office other relevant directorates.</p>		
3.	<p>Acceptance of</p> <ul style="list-style-type: none"> • A report summarizing key processes, outcomes (MOIA/Kabul PHQ capacity assessment along with support packages), list of 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. • PHQ and subunits 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 by UNDP and endorsement of MoIA/PHQ the final installment will be released. 	15 Days	40% of contract value
	Total	4 Months	100%

WORKING ARRANGEMENTS

Expected duration of the assignment

- The inception report should be submitted within one month of the award of the contract.
- The assessment is expected to be conducted during May to August 2021

Duty Station

All assessments will take place in Kabul Police Head Quarter, Afghanistan and the area of assessment will be coordinated by UNDP.

QUALIFICATIONS OF SUCCESSFUL BIDDER

- The bidders should have developed and implemented minimum 2 similar assignments, in

the past three years.

- The bidders experience on a similar project conducted with UNDP will be an added value.
- General Organizational capacity which is likely to affect implementation (number of available consultants, experience within Afghan government institutions and controlling mechanism)

G. Key personnel qualifications

The firm should propose an appropriate team (minimum 6 experts) composition/size for carrying out the tasks as required within the given timeframe (4 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.
- c) All experts to have a proven track record of delivering computer skills, Financial management and English language training within the context of the country.
- d) All experts to have a minimum of 8 years' experience with bachelor's degree and 5 years' experience with Master degree in the relevant field, English language training and IT-computer skills training
- e) All experts to have recognized assessment qualifications.
- f) All experts to have a proven track record of relevant assessment within challenging, fragile and post-conflict environments.

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, Law and 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.

No.	Key Personnel	Minimum Educational Qualifications and Experience
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 science, 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.	Information Technology Expert	Master's or bachelor's degree in computer 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.
6.	Communications and Reporting Expert	Master's or bachelor's degree in Journalism, 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.

Language:

- Excellent written and verbal Dari/Pashto skills is required
- Excellent written and verbal English skills is a necessary requirement.

Annex 3 FORM FOR SUBMITTING SERVICE PROVIDER'S TECHNICAL 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 (Annex 3)
4. Valid Certificate of Registration of the business from relevant authority
5. 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:

- b) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- c) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- d) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- e) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- f) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- g) 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 2) 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 Points

Technical Approach & Methodology **(30 marks)** – This explains the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.

D. Qualification and Experience of Key Personnel (30 points) [evaluation of CVs]

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

1. Team Leader/Project Manager- **5 Points**
2. Capacity Development Specialist- **5 Points**
3. Institutional Change Management Specialist-**5 Points**
4. Research/Survey/Assessment Expert-**5 Points**
5. Information Technology Expert-**5 points**
6. Communication Expert-**5 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				
a. Team Leader / Project Manager				
b. Capacity Development Specialist				
c. Institutional Change Management Specialist				
d. Researcher/Survey/Assessment Expert				
e. Information Technology Expert				
f. 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]