



## REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: March 3, 2021
	REFERENCE: UNDP/RFP/2021/26

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Study on Increasing the Effectiveness and Efficiency in Delivering the Public Services in Nepal**. The detailed Terms of Reference (ToR) is attached as Annex 4.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **1700 hours (Nepal Standard Time), Thursday, September 23, 2021** and via email to [procurement.np@undp.org](mailto:procurement.np@undp.org).

The technical and financial proposals should be in separate email messages mentioning the following subject lines:

Technical Proposal: UNDP/RFP/2021/26 - Technical Proposal- {Bidder's Name}

Financial Proposal: UNDP/RFP/2021/26 - Financial Proposal- {Bidder's Name}

Your Proposal must be expressed in the English language, and valid for a minimum period of 90 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. ***If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.***

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

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 attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

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/procurement/protest.shtml>.

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](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal

Sincerely yours,

  
Bal Ram Paudel

Assistant Resident Representative (Operations)  
9/3/2021

## Annex 1

## Description of Requirements

Context of the Requirement	<p>The constitution of 2015 has provisioned three-level of governments - federal government is at the center, provincial government is at the province level and local government is at the local level. By devolving more power to the local level, it was anticipated that the public service delivery will be more people oriented, economical, effective and efficient. Nepal has been facing numerous challenges in public service delivery; among them, poor and inadequate infrastructure, less trained human resources, poor management and digital divide etc. are identified as the major challenges. Further, challenges and obstacles in public service delivery; mainly seen are in license and passport distribution and renewals, citizenship distribution, receiving public health services, land registration, delivering agriculture and veterinary technical services, registration of enterprises etc.</p> <p>Good governance reflected in terms of ensuring equal and easy access to public services and facilities by making public administration clean, impartial, equitable, transparent, corruption free and accountable is a major challenge faced by Nepal. Unnecessary influence of middleman and syndicate created by some vested interest groups make public service delivery more complicated and time consuming. Too many layers in decision making process; more process oriented service delivery rather than result oriented, failure to make individual officials accountable; and an inadequate decentralization of necessary authority to the officials are the other challenges.</p> <p>To overcome these challenges, we need to improve our governance system in the public service delivery. The degree of effectiveness of public service delivery depends on the degree of transparency and accountability. Thus, service delivery is a governance process that requires a clear relationship of accountability between clients/users, service providers and policy-makers.</p> <p>In this background, the National Planning Commission (NPC, is planning to conduct a study to document the major bottlenecks in delivering the public service delivery and to recommend governance reform agendas in public service delivery practices of some critical areas to increase the effectiveness and efficiency of public service delivery system.</p>
Implementing Partner of UNDP	N/A
Brief Description of the Required Services <sup>1</sup>	<p>The main objective of this study is to find out the major bottlenecks/constraints hindering the public service delivery and also to dig out and analyze the quality of services, effectiveness and efficiency in delivering services by the public institutions in some important areas (as mentioned in point IV.a of the ToR), and make recommendations for improving quality, efficiency and effectiveness in</p>

<sup>1</sup> A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

	<p>public service delivery to make it more economical, less time consuming, reliable, accessible and timely receivable. The specific objectives are:</p> <ol style="list-style-type: none"> <li>To stock take the present public service delivery status of some of the important areas as mentioned in the scope of work on point IV.a of the ToR,</li> <li>To identify the major bottlenecks/constraints in the public service delivery and major reasons for poor quality, uneconomical and time consuming public service delivery and</li> <li>To recommend the policies, strategies, interventions and institutional structures along with human resources requirement, including effective digitization of the service provision for future policy making to make public service delivery more effective and efficient and meet the public demand in these sectors.</li> </ol>
List and Description of Expected Outputs to be Delivered	As mentioned in the ToR
Person to Supervise the Work/Performance of the Service Provider	National Programme Coordinator, National Project Manager and respective Policy Specialist of AISN project
Frequency of Reporting	<i>As per the ToR</i>
Progress Reporting Requirements	As per the ToR
Location of work	<input type="checkbox"/> Kathmandu, Nepal
Expected duration of work	100 person days spread over 3 months
Target start date	15 <sup>th</sup> October 2021
Latest completion date	14 <sup>th</sup> January 2022
Travels Expected	As specified in the ToR
Special Security Requirements	Compliance of Nepal Government's COVID-19 guidelines as applicable
Facilities to be Provided by UNDP (i.e., must be	

excluded from Price Proposal)	<input checked="" type="checkbox"/> <b>Others: Not Applicable</b>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> <b>Required</b>
Company Registration Certificate	<input checked="" type="checkbox"/> <b>Required</b>
Company Profile	<input checked="" type="checkbox"/> <b>Required</b>
Latest Tax Clearance Certificate	<input checked="" type="checkbox"/> <b>Required</b>
VAT/PAN Registration	<input checked="" type="checkbox"/> <b>Required (in case of the companies and firms)</b>
List of similar assignments completed in the past for relevant experience and satisfactory completion certificates for similar work and value from at least two clients	<input checked="" type="checkbox"/> <b>Required</b>
Names and curriculum vitae of (i) Team Leader /Governance Expert; (ii) Public Administration Expert;	<input checked="" type="checkbox"/> <b>Required</b>
Currency of Proposal	<input checked="" type="checkbox"/> <b>Local Currency: Nepalese Rupees (NPR.)</b>
Value Added Tax on Price Proposal <sup>2</sup>	<input checked="" type="checkbox"/> <b>must be inclusive of VAT and other applicable indirect taxes</b> <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes

<sup>2</sup> VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> <b>90 days</b>  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"/> <b>Not permitted</b>			
Payment Terms <sup>3</sup>	Outputs	%	Timing	Condition for Payment Release
	Submission of Inception Report.	20%	within 10 days of signing the contract	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
	Submission of draft report	40%	within 75 days of signing the contract	
	Sharing/presentation of draft report in the workshop + submission of final report	40%	within 90 days of signing the contract	
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Division Chief, Good Governance and Social Development Division; Portfolio Manager, UNDP Nepal Country Office			
Type of Contract to be Signed	<input checked="" type="checkbox"/> <b>Purchase Order</b>  <input checked="" type="checkbox"/> <b>UNDP's Contract for Services</b>			

<sup>3</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Criteria for Contract Award	<input checked="" type="checkbox"/> <b>Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</b> <input checked="" type="checkbox"/> <b>Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria 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.</b>
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%) – 700 points</u></b></p> <input checked="" type="checkbox"/> Expertise of the Firm – 200 points <input checked="" type="checkbox"/> Proposed Workplan and Approach - 300 points <input checked="" type="checkbox"/> Personnel – 200 points <p><b><u>Financial Proposal (30%) – 300 points</u></b>  To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> <b>One and only one Service Provider</b>
Annexes to this RFP <sup>5</sup>	<input checked="" type="checkbox"/> <b>Form for Submission of Proposal (Annex 2)</b> <input checked="" type="checkbox"/> <b>General Terms and Conditions / Special Conditions (Annex 3)<sup>6</sup></b> <input checked="" type="checkbox"/> <b>Detailed TOR – Annex 4</b> <p style="text-align: center;"><i>[pls. specify]</i></p>

<sup>4</sup> Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$100,000.00.

<sup>5</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>6</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>7</sup> A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

<p>Contact Person for Inquiries (Written inquiries only)<sup>8</sup></p>	<p><i>Procurement Unit</i> <i>UNDP Nepal</i> <i>Email: <a href="mailto:query.procurement.np@undp.org">query.procurement.np@undp.org</a></i></p> <p>Written inquiries must be submitted mentioning RFP Ref: UNDP/RFP/2021/26 (IK) before 7 days of date of bid submission. UNDP shall respond to the inquiries through a bulletin posted in UNDP Website: <a href="http://www.np.undp.org/content/nepal/en/home/operations/_procurement.html">http://www.np.undp.org/content/nepal/en/home/operations/_procurement.html</a>. Inquiries received after the above time shall not be entertained.</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers</p>
<p>Other Information <i>[pls. specify]</i></p>	<p>The Financial evaluation will be carried out only for the technically qualified submission that pass the minimum technical score of 70% (490 points) of the obtainable score of 700 points in the evaluation of the technical proposals.</p> <p><b><u>The Financial Proposal and the Technical Proposal MUST BE COMPLETELY SEPARATE and each of them must be submitted individually with different subject line as mentioned above. Failing to submit the Technical and Financial Proposals separately will be treated as non-responsive.</u></b></p>

<sup>8</sup> This contact person and 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 received.



Summary of Technical Proposal Evaluation Forms		Points Obtainable
1	Expertise of firm/Organization submitting proposal	200
2	Proposed Work Plan and Approach	300
3	Personnel	200
	Total	700

<b>I. Expertise of firm / organisation submitting proposal (Points obtainable 175 Points)</b>	
1.1 Reputation of Organisation and Staff (Competence / Reliability)	70
1.2 Litigation and Arbitration history	10
1.3 General Organisational Capability which is likely to affect implementation (i.e. loose consortium, holding company or one firm, size of the firm / organisation, strength of project management support e.g. project financing capacity and project management controls)	20
1.4 Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.	10
1.5 Quality assurance procedures, warranty	10
<b>Sub total (1.1 to 1.5)</b>	<b>120</b>
1.6 Relevance of: (points – 80)	
- Specialised Knowledge	20
- Experience on Similar Programme / Projects	20
- Experience on Projects in the Region	20
- Work for UNDP/ major multilateral/ or bilateral programmes	20
<b>Sub Total for 1.6</b>	<b>80</b>
<b>Total for Expertise of firm / organisation submitting proposal (I)</b>	<b>200</b>
<b>II. Proposed Work Plan and Approach (Points obtainable 300 Points)</b>	
2.1 To what degree does the Offer or understand the task?	50
2.2 Have the important aspects of the task been addressed in sufficient detail?	20
2.3 Are the different components of the project adequately weighted relative to one another?	30
2.4 Is there evidence that the proposal been prepared based on an in-depth understanding and prior knowledge of the project environment?	50
2.5 Is the conceptual framework adopted appropriate for the task?	50
2.6 Is the scope of task well defined and does it correspond to the TOR?	50

2.7 Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	50
<b>Total for Proposed Work Plan and Approach (II)</b>	<b>300</b>
<b>III. Personnel (Points obtainable 200 Points)</b>	
<b>3.1. Team Leader/Governance Expert -1</b>	
Master's degree (Ph.D. preferred) in Governance, Economics, Management, Development Studies, Public Administration, Public Policy or any other Social Sciences	15
At least 10 years of working and research experience on governance, decentralization and policy issues	30
Very good understanding of federal and sub national level governance system including devolution of power and services between federal and sub national systems	25
Good understanding of the government plan and policies and public service delivery issues of Nepal	20
Excellent communication skills both in written and oral in English with demonstrated technical writing and workshop/meeting facilitation skills.	10
<b>Sub Total for Team Leader/Governance Expert</b>	<b>100</b>
<b>3.2 Public Administration Expert -1</b>	
Master's degree in Public Administration, Governance and/or other social sciences	15
At least 8 years of experience in research and development,	40
Good understanding of the governance system and processes, development and public administration and service delivery issues of Nepal	30
Excellent in writing reports and communication.	15
<b>Sub Total for Public Administration Expert</b>	<b>100</b>
<b>Sub Total for Public Administration Expert</b>	<b>100</b>
<b>Total of PERSONNEL (3.1+3.2)</b>	<b>200</b>
<b>GRAND TOTAL (I+II+III)</b>	<b>700</b>

## Annex 2

### FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>9</sup>

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>10</sup>)*

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[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. Qualifications of the Service Provider

*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, Latest 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.*

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<sup>9</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>10</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

**B. Proposed Methodology for the Completion of Services**

*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.*

**C. Qualifications of Key Personnel**

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

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

**D. Cost Breakdown per Deliverable\***

	<b>Deliverables</b> <i>[list them as referred to in the RFP]</i>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1	Submission of Inception Report	20%	
2	Submission of draft report-	40%	
3	Sharing/presentation of draft report in the workshop + submission of final report	40%	
	Total	100%	

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

**E. Cost Breakdown by Cost Component:**

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
<b>I. Personnel Services</b>				
1. Team Leader/Governance Expert		55 days	1	
2. Public Administration Expert		45 days	1	
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Communications				
3. Others, if any				
<b>III. Other Related Costs</b>				

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

*[Designation]*

*[Date]*

## **Annex 3**

### ***General Terms and Conditions of Contract***

## **Terms of References To Study on Increasing the Effectiveness and Efficiency in Delivering the Public Services in Nepal**

**Type:** Consulting Firm

**Duration:** 100 person days spread over 3 months

**Starting date:** August, 2021

**Duty Station:** Kathmandu, Nepal

**Reporting:** Joint Secretary and Chief, Good Governance and Social Development Division

**Organization:** National Planning Commission, Nepal

### **I. BACKGROUND**

The Constitution of Nepal, 2015 has ensured various fundamental rights of its citizens in the new federal democratic governance structure. The constitution has provisioned three-level of governments - federal government is at the center, provincial government is at the province level and local government is at the local level. In this structure, powers/jurisdictions of these three level of governments are clearly defined and delineated based on the principle of cooperation, co-existence and coordination. There are 7 provincial governments and 753 local governments including metropolitan cities, sub-metropolitan cities, municipalities and rural municipalities. The legislative power has been devolved to village assembly and municipal assembly provisioned in schedule-8 of the Constitution of Nepal. The local governments have been entrusted with a wide range of authorities ranging from local level plan formulation with the adoption of participatory process to managing public service delivery. By constitution, the local governments are more powerful in terms of resource mobilization, implementation of local level development works and public service delivery which can be termed as an effective/optimum decentralization in the federal context. By devolving more power to the local level, it was anticipated that the public service delivery will be more people oriented, economical, effective and efficient. More specifically, the government has been trying to serve the public at their doorsteps by effective public service delivery, planning and implementation of development activities with participation of people creating ownership in the mind set of locals.<sup>1</sup>

The Local Government Operation Act, 2074 that came into effect since 15 October 2017 has also paved a strong legal foundation towards institutionalizing legislative, executive and quasi-judiciary practice of the local governments. The Act has stipulated several arrangements related to authorities, duties and responsibilities of local government, assembly meeting and working system, assembly management procedures, plan formulation and implementation, judicial works, financial jurisdictions, administrative structure and district assembly, among others.

Improvement in the public service delivery and development of citizen centric government models has been one of the top priorities of various countries across the globe.<sup>2</sup> Inadequate governance and lack of citizens' voice are very significant factors behind the generally poor quality of public services in developing countries and inadequate access to these services by the poor and marginalized communities. It is fact that when the local levels are in full-fledged services in term of physical and human resources, the public can get timely services. Such kind of effective and efficient public service delivery provides direct opportunity to the public to economize their time which can be used in productive services. Similarly, it can create and increase the citizen trust towards the government.

## **II. RATIONALE OF THE STUDY**

The civil service has a crucial role to operate the government's day to day function and make the government a success in delivering the intended results by fulfilling the people's needs. Through it, state delivers service and provide assistance to its citizens. Nepal has been facing numerous challenges in public service delivery; among them, poor and inadequate infrastructure, less trained human resources, poor management and digital divide etc. are identified as the major challenges. Further, challenges and obstacles in public service delivery; mainly seen are in license and passport distribution and renewals, citizenship distribution, receiving public health services, land registration, delivering agriculture and veterinary technical services, registration of enterprises etc.

Good governance reflected in terms of ensuring equal and easy access to public services and facilities by making public administration clean, impartial, equitable, transparent, corruption free and accountable is a major challenge faced by Nepal. Unnecessary influence of middleman and syndicate created by some vested interest groups make public service delivery more complicated and time consuming. Too many layers in decision making process; more process oriented service delivery rather than result oriented, failure to make individual officials accountable; and an inadequate decentralization of necessary authority to the officials are the other challenges.<sup>3</sup>



To overcome these challenges, we need to improve our governance system in the public service delivery. The degree of effectiveness of public service delivery depends on the degree of transparency and accountability. Thus, service delivery is a governance process that requires a clear relationship of accountability between clients/users, service providers and policy-makers.

In this background, the National Planning Commission (NPC) through the Accelerating Implementation of SDGs in Nepal (AISN) project, is planning to conduct this study to document the major bottlenecks in delivering the public service delivery and to recommend governance reform agendas in public service delivery practices of some critical areas to increase the effectiveness and efficiency of public service delivery system.

### III. OBJECTIVE OF THE STUDY

The main objective of this study is to find out the major bottlenecks/constraints hindering the public service delivery and also to dig out and analyze the quality of services, effectiveness and efficiency in delivering services by the public institutions in some important areas (as mentioned in point IV.a below), and make recommendations for improving quality, efficiency and effectiveness in public service delivery to make it more economical, less time consuming, reliable, accessible and timely receivable. The specific objectives are:

- d. To stock take the present public service delivery status of some of the important areas as mentioned in the scope of work on point IV.a below,
- e. To identify the major bottlenecks/constraints in the public service delivery and major reasons for poor quality, uneconomical and time consuming public service delivery and
- f. To recommend the policies, strategies, interventions and institutional structures along with human resources requirement, including effective digitization of the service provision for future policy making to make public service delivery more effective and efficient and meet the public demand in these sectors.

### IV. SCOPE OF WORK AND METHODOLOGY

- a. The consultant will critically review and analyze the following services being provided by the government at different levels:

S.N.	Area of Government Services	Level of Government			Remarks
		Federal	Provincial	Local	
1.	Citizenship distribution	√			At least in 3 districts/province

2.	Driving License		√		
3.	Social Security Allowance Distribution			√	At least 5 LGs/province
4.	Property and Land Tax Collection			√	At least 5 LGs/province
5.	Agriculture and Livestock Services	Micro insurance (Agriculture and Livestock)	√ (Services related to increasing production and productivity)	√ (Services related to increasing and extension services, animal health services)	At least 5 LGs/province
6.	Passport Distribution	√			At least in 3 districts/province
7.	Enterprise Registration		√		At least in 3 districts/province
8.	Public Health Services	√ (Health Insurance)		√ (Basic health services)	At least 5 LGs/province
9.	Vital registration and local recommendation letters (Sifaris patra)			√	At least 5 LGs/province

During the course of assignment, the consultant will visit all provinces and at least 5 local governments/province/service to discuss and collect the information from the service providers and service receivers. While selecting the districts and LGs, the consultant will consider the mountain, hill and terai with the representation of metropolitan, sub metropolitan, municipalities and rural municipalities appropriately. The appropriate sample, methodology, indicators/standard of quality services, effectiveness, efficiency and other details shall be prepared and proposed by the consultant in the inception report which will be discussed and finalized during the inception meeting. The consultant will also assess the services of the federal government and all provinces to assess the services as mentioned in the table above.

- b. To perform the assignment, the Consultant will review the policies and studies related to the assignment. The consultants will mandatorily review the Administrative Work Completion Regulation 2026 B.S., Nepal Government's Work Division Regulation 2074 B.S., Local Government Operation Act 2074 B.S., unbundling report and other relevant studies conducted in the past. Citizen Charter placed by the offices will also be one of the most important referral documents for the study,
- c. Review of other national and international literatures to explore the best practices replicable to Nepal,
- d. Organize meetings with related offices developing appropriate tools,
- e. Develop the checklist and/or questionnaire required at different levels including conducting the perception survey with the beneficiaries of the services,
- f. Prepare the analytical draft report based on the field study and literatures reviewed,
- g. Submit draft report to the NPC through AISN project for seeking comments and feedback,
- h. Present the draft report in the stakeholders meeting to be organized by NPC,
- i. Submit the final report to NPC after incorporating the relevant comments and feedbacks received in the stakeholders meeting.

#### **V. TECHNICAL TEAM AND WORKING MANDAYS**

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It is assumed that the human resources to be proposed by the consulting firm/service provider will be as following;

<b>S.N.</b>	<b>Resource Person</b>	<b>No.</b>	<b>Working-days</b>	<b>Rate in US \$ or NPRs</b>	<b>Amount in US\$ or NPRs</b>
1.	Team Leader/Governance Expert	1	55		
2.	Public Administration Expert	1	45		

#### **VI. REQUIREMENTS OF THE CONSULTANCY FIRM AND STUDY TEAM**

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A Consulting firm with a team of experts will undertake the consulting assignment. The team includes one Team Leader/Governance Expert and one Public Administration Expert. The proposed Experts should have the following qualification and experience:

S/ N	Experts	Qualification and Experiences
1	Team Leader/Governance Expert	<ul style="list-style-type: none"> <li>• Master's degree (Ph.D. preferred) in Governance, Economics, Management, Development Studies, Public Administration, Public Policy or any other Social Sciences,</li> <li>• At least 10 years of working and research experience on governance, decentralization and policy issues,</li> <li>• Very good understanding of federal and sub national level governance system including devolution of power and services between federal and sub national systems,</li> <li>• Good understanding of the government plan and policies and public service delivery issues of Nepal,</li> <li>• Excellent communication skills both in written and oral in English with demonstrated technical writing and workshop/meeting facilitation skills.</li> </ul>
2.	Public Administration Expert	<ul style="list-style-type: none"> <li>• Master's degree in Public Administration, Governance and/or other social sciences</li> <li>• At least 8 years of experience in research and development,</li> <li>• Good understanding of the governance system and processes, development and public administration and service delivery issues of Nepal</li> <li>• Excellent in writing reports and communication.</li> </ul>

#### COMPETENCIES OF THE CONSULTING FIRM:

- At least operation for 3 years in undertaking social research,
- Proven record of undertaking at least 2 similar assignments in areas of social research, policy analysis, governance and public administration issues,
- Working experience with and in partnership with government line agencies is a plus.

## VII. DELIVERABLES AND PAYMENT SCHEDULE

The specific deliverables of the Consulting Firm will be as below:

S.N.	Deliverables	Timeframe	Payment schedule
1.	An Inception report with a detailed methodology and a time bound work plan with key deliverables in consultation with Good Governance and Social Development Division, NPC.	Within 10 days of signing the contract.	20 % payment after approval of the report.
2.	Submission of draft report to the NPC.	Within 75 days of signing the contract.	40 % payment after approval of the draft.
3.	Sharing of the draft document to the workshop to be organized by NPC.	Within 80 days of signing the contract.	40 % payment after approval of the final document.
4.	Submission of the final report incorporating all the relevant comments/feedback provided individually and also received from the workshop.	Within 90 days of signing the contract.	

## VIII. WORKING ARRANGEMENT

The Consultants will work under the technical guidance of the Division Chief, Good Governance and Social Development Division and administrative supervision from UNDP Nepal Country Office. The Consultant will also work in close collaboration with National Programme Coordinator, National Project Manager and respective Policy Specialist of AISN project to administer the task to produce the deliverables. The consultant during the assignment shall demonstrate synergies with relevant government agencies (federal, provincial, and local) and adopt strategy to complete the assignment within the given timeframe.

To the extent available, the Consultants will be provided relevant literatures, data, and information necessary for the execution of the tasks under this assignment. However, it is the sole responsibility of the Consultant to explore, develop and compile the information to produce the deliverable. Further, s/he will be responsible for managing his/her own working station (i.e. laptop, internet, phone, printer/scanner etc.) and must have access to a reliable internet connection.

## **IX. ESTIMATED COST**

The financial proposal should be all-inclusive in accordance to the format mentioned in the Request for Proposal (RFP) which should cover the cost of human resources, cost of consultation meetings and travel required during the course of assignment. However, the cost of final draft sharing workshop will be directly borne by the AISN project/NPC.

## **X. EVALUATION METHOD**

Applicants will be evaluated on the basis of combined evaluation methodology based on the evaluation criteria taking into consideration the technical strengths of the firm along with the expertise of the Consultants.

\* \* \*

1 Service Delivery Practices of Local Government in Federal Nepal,

<https://doi.org/10.3126/njdrs.v16i0.31575>

2 Best Practice Report | Select Case Studies for Public Service Delivery Reforms (2015), [www.pwc.com](http://www.pwc.com)

3 Obstacles of Civil Service in Public Service Delivery in Nepal: E-Governance for Good Governance, <https://www.researchgate.net/publication/338986647>