



REQUEST FOR PROPOSAL (RFP)
REFERENCE: UNDP/AFG/RFP/2022/ 0000011633
(Services)

United Nations Development Programme (UNDP)	DATE: February 15, 2022
	REFERENCE: UNDP/AFG/RFP/2022/ 0000011633 Provision of Services for Strategic Assessment of Law-and-Order Trust Fund for Afghanistan (LOTFA)

Dear Sir / Madam:

The United Nations Development Programme (UNDP) Afghanistan Country Office hereby invites you to submit a Proposal **Provision of Services for Strategic Assessment of Law-and-Order Trust Fund for Afghanistan (LOTFA)** to this Request for Proposal (RFP) for the mentioned -referenced subject.

This RFP includes the following documents:

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

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

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

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

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

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

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

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

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

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

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

Kindly go through this invitation letter and other documents attached here to this RFP. Should you have any questions or require any clarification, please feel free to email your questions/clarifications to the procurement officer at procurement.af@undp.org. The subject of the email should be **REFERENCE: UNDP/AFG/RFP/2022/ 0000011633 Provision of Services for Strategic Assessment of 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,

DocuSigned by:
Nahid Khan
855F7EE147BE482...
Head of Supply Chain Management Office
February 15, 2022

Annex 1- Description of Requirements

Context of the Requirement	Please refer to Terms of Reference Annex-2
Implementing Partner of UNDP	Provision of Services for Strategic Assessment of Law-and-Order Trust Fund for Afghanistan (LOTFA)
Brief Description of the Required Services	Provision of For Strategic Assessment of 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	3 Months after signing of the contract by both parties
Target start date	10-March-2022
Latest completion date	3 Months after signing of the contract by both parties
Travels Expected	Please refer to Terms of Reference Annex-2
Special Security Requirements	NA
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Please refer to Terms of Reference Annex-2
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be Exclusive 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	Project Manager
Type of Contract to be Signed	<input checked="" type="checkbox"/> PO/Contract shall be issued

Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal. <input checked="" type="checkbox"/> Minimum passing score for Technical Proposal – 70% (70 out of 100 points)
Criteria for the Assessment of Proposal	<input checked="" type="checkbox"/> Combined Scoring Method, using the 70% and 30% distribution for technical and financial proposals respectively, where the minimum passing score of technical proposal is 70% out of 100 points Technical Proposal (100%) <input checked="" type="checkbox"/> Qualifications / Expertise of the Firm (Service provider - 35% (Bidder shall refer to Annex 2, Section A for details) <input checked="" type="checkbox"/> Proposed Methodology for the completion of Services, Its Appropriateness to the Condition and Timeliness of the Implementation Plan - 25% (Bidder shall refer to Annex 2, Section B for details) <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel - 40% (Bidder shall refer to Annex 2, Section C for details and Terms of Reference, Section F for qualification requirements of each expert indicated below. a)Note: Written confirmation from each personnel that they are available for the entire duration of the contract.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP	<input checked="" type="checkbox"/> Letter of Invitation <input checked="" type="checkbox"/> Annex 1 - Description of Requirements <input checked="" type="checkbox"/> Annex 2 - Terms of Reference <input checked="" type="checkbox"/> Annex 3 - Forms for Submitting Service Provider’s Technical Proposal <input checked="" type="checkbox"/> Annex 3B -Financial Proposal Template (to be submitted separately by bidder) <input checked="" type="checkbox"/> Annex 4 - Proposal Submission Form <input checked="" type="checkbox"/> E-tendering Instructions Manual for Bidders <input checked="" type="checkbox"/> FAQ for Bidders
Contact Person for Inquiries (Written inquiries only)	Focal Person in UNDP: E-mail: procurement.af@undp.org Note: This email address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was officially received. Note: The Subject Line of email should be

	<p>REFERENCE: UNDP/AFG/RFP/2022/ 0000011633 Provision of Services for Strategic Assessment of 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>
<p>Required Documents that must be Submitted to Establish Qualification and eligibility of Proposers (In “Certified True Copy” form only)</p>	<ul style="list-style-type: none"> <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"/> Financial Proposal (password protected), Annex 3B <input checked="" type="checkbox"/> Signed Proposal Submission Form (Annex 4) <input checked="" type="checkbox"/> Certificate of valid Registration of the business <input checked="" type="checkbox"/> Minimum five years’ experience in the provision of research or evaluations services <input checked="" type="checkbox"/> Details of minimum two (02) similar contracts in the last three (05) years for the assignment related to research and evaluation work with value of at least one contract should be equal to or more than USD 100,000. <input checked="" type="checkbox"/> Experience of working in in-conflict or post-conflict environments. <input checked="" type="checkbox"/> Experience of working rule of law sector in Afghanistan will be considered as an advantage <input checked="" type="checkbox"/> Experience of involvement with international organizations in Afghanistan will be considered as advantage <input checked="" type="checkbox"/> Statement of satisfactory completion of works of similar nature from the top 02 (two) Clients from the past, <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. <input checked="" type="checkbox"/> CVs of the following Key Personnel are required to be submitted within the technical proposal: <ul style="list-style-type: none"> • Team Leader • Financial Analysis (VfM) Expert • Gender Expert • Quantitative Research Analyst • Qualitative Research Analyst
<p>Allowable Manner of Submitting Proposals</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Online bidding in E-Tendering module. <p>Date and Time: As specified in the system (note that the time zone indicated in the system in New York Time zone).</p> <p>PLEASE NOTE: - Date and time visible on the main screen of the event (on the E-Tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the E-Tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly to the system.</p>

	<p>Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist.</p> <p>Note: for registration please refer to E-tendering instruction manual and FAQ.</p>
<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</u> not be provided to UNDP until requested by UNDP if the proposal is deemed technically qualified. Proposers will have 48 hours to respond to the request for password from UNDP. Proposers are advised to note their passwords in a secure place. Should UNDP be unable to open the file due to forgotten password(s), the Proposal shall be rejected.</p> <p>The bids submitted by email/post mail/hand shall not be accepted. While entering financial proposal in the e-tendering system, always mention your price as USD 1. Please do not mention the value of your financial proposal in e-tendering system. It should only be mentioned in the password protected file/attachment of financial submission form (form F and G). The proposal of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</p>
<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 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
Joint venture	<p>Joint ventures are allowed under this assignment.</p> <p>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</p>

Annex 2 – Detailed Terms of Reference

Provision of Services For Strategic Assessment of Law-and-Order Trust Fund for Afghanistan (LOTFA)

UNDP has operated the Law and Order Trust Fund (LOTFA) since 2002. The central goal of LOTFA was to support the Government of the Islamic Republic of Afghanistan (GIROA) in achieving a paid, professional Afghan National Police (ANP) and staff of the General Directorate for Prison and Detention Centres (GDPDC) that deliver essential services to the Afghan people for improved public trust, safety and security, and to support improved rule of law enforcement. The Trust Fund operated as a vehicle for payment of police salaries, improved police capacity and development of systems within the Ministry of Interior Affairs (MOIA). The fund has evolved considerably since then, with the 2018 Terms of Reference (TOR) review resulting in establishment of a Multi Partner Trust Fund (MPTF) intended to channel funds through the spectrum of the Rule of Law and Justice sectors via four distinct windows [1] Payroll; [2] Justice; [3] Security; and [4] Anti-corruption. The LOTFA Strategy and TOR of 2021, and the reorganization involved streamlining from the four current thematic windows into a simplified single window for Payroll and support to the police on areas related to (a) police service capacity building; (b) strengthening systems for governance and management of Afghan National Police (ANP); and (c) police capability to bring criminal cases before the courts. In this structure, anti-corruption, human rights, and gender equality would be cross-cutting themes for good governance. Following the political developments in mid-August 2021, and subsequent Steering Committee meeting of 4 November 2021, the support to payroll management and community policing services projects were approved for closure.

A. Organizational Context:

Following the political developments in Afghanistan since 15 August 2021, all LOTFA-funded project activities were initially put on hold and at the approval of the Steering Committee subsequently approved for closure. The United Nations Development Programme (UNDP) intends to conduct a final strategic assessment of LOTFA to draw key lessons from the fund operations during the 20 years of its life. In the organizational context the survey will serve the following key purposes:

- **Purpose of Accountability** – to assess the extent to which the design or the implementation process contributed to achievement or non-achievement of results in LOTFA; and to assess the extent to which LOTFA achieved or failed to achieve results since establishment, with the resources allocated. Specifically, to identify the failure or success factors, identifying the conditions in which the Fund can be successfully replicated, not necessarily within the security sector or framework of LOTFA.
- **Purpose of Learning** – to learn from experience by understanding whether LOTFA has worked or not and the reasons for its failure or success. Specifically, to assess whether the resources allocated to LOTFA have resulted in the intended results and whether the resources have been spent efficiently and effectively and to what extent the design and intended results were realistic. Therefore, this strategic assessment will allow for a more forward-looking analysis of gaps and opportunities to:
 - inform decision making about future similar investments in Afghanistan, not necessarily related to security sector reform, LOTFA or with the de facto administration; and
 - discussions that guide design and subsequent implementation of future multi-funded interventions, not necessarily related to security sector reform, LOTFA or with the de facto administration.
- **Purpose of Risk Mitigation** – the assessment will also assess if the projects are properly closed and there is no incomplete business including, activities, contractual obligations and business processes that remain incomplete and could potentially cause future reputational, programmatic, financial or security risks. The assessment will also guide on the LOTFA risk profile and if there are any risks that will need to be monitored beyond LOTFA closure to mitigate their impact- on future operations of UNDP and the LOTFA contributing donors.

B. Specific Objectives

This Strategic Assessment is planned to be a final independent evaluation and is intended to assess the relevance, effectiveness, efficiency, sustainability, impact, including management arrangements and success or failure of

LOTFA. Overall, the assignment will assess:

- **What LOTFA has achieved during its life:** A specific focus should be given to LOTFA's achievement against its strategic objective areas and key outcomes in its four thematic areas. The assessment is also aimed to look at the extent to which LOTFA has contributed to the priority goals and targets of the SDG Afghanistan indicators and other development frameworks. The specific questions that should be answered are:
 - a. To what extent LOTFA priorities were in line with the needs of rule of law sector in Afghanistan?
 - b. To what extent did LOTFA achieve results against its strategic objectives and goals?
 - Had the right objectives been identified from the onset and were they realistic?
 - To what extent was LOTFA on course to meet its strategic objectives?
 - c. To what extent did LOTFA contribute to SDG 16 (Peace, Justice and Strong Institutions) and other National Priorities?
 - d. To what extent did LOTFA contribute to changing the lives of Afghan people in improving security situation, providing access to fair justice and tackling corruption?
 - e. To what extent did LOTFA ensure gender equality
 - f. To what extent did LOTFA follow a human rights-based approach, including adherence to the UN Human Rights Due Diligence Policy
 - g. What are some of the key LOTFA achievements under its specific projects?
 - h. To what extent was LOTFA programming sustainable?
 - i. What were the gains of the Trust Fund Management Unit approved by the Steering Committee in late 2018 and established in January 2019?
 - j. How effective was LOTFA in garnering national ownership of the activities and deliverables?
 - k. Based on cost-benefit analysis what conclusions can be drawn regarding 'value for money' and cost related efficiencies or inefficiencies in implementing LOTFA?
- **What are the key lessons that could be learned from LOTFA in terms of what worked and what did not work?** The key questions to be answered include:
 - a. What were the key organizational and political trends during the life of LOTFA and how did they affect LOTFA operations, negatively or positively?
 - b. To what extent was the LOTFA strategy used to guide LOTFA operations?
 - c. To what extent was the LOTFA governance structure effective to guide LOTFA operations?
 - d. To what extent did LOTFA have clear operational guidelines, procedures and tools and implementation mechanisms (Risk management, Monitoring and Evaluation, Financial management, etc.) in place to guide LOTFA operations?
 - To what extent was the MEL effective at demonstrating results and learning lessons during the implementation of LOTFA?
 - Did donors have sufficient information on which to base funding decisions?
 - To what extent was the evidence and analysis provided to donors used to identify how learning and adaptation took place within the programme?
 - e. To what extent did UNDP fulfill the Terms of Reference and follow the Operational Manual of the Fund. To what extent did LOTFA have effective implementation mechanisms in place (Risk management, Monitoring and Evaluation, Financial management, etc.)
 - f. What were some of the key risks and how effective was management of these risks?
 - g. What are some of the key recommendations on what could have been done differently under each of the questions asked here.

- **What are some of the key gains that the UNDP and the LOTFA contributing donors could further build on in the new political context** in Afghanistan. The key questions under this section could include:
 - a. What are some of the key gains that UNDP and the LOTFA Donors and/or other stakeholders could further build on as part of the future work, not necessarily of LOTFA.
 - Where possible the assessment should also highlight areas that could be linked to the newly established Special Trust Fund for Afghanistan (STFA).
 - b. Are there any risks that could potentially harm the operations of UNDP and/or the LOTFA contributing donors that need to be monitored beyond closure of LOTFA, and what could be done to mitigate the impact of these risks?
 - c. What is the sustainability of the results achieved, with focus on capacities built and ability of the institutions to operate with reduced international technical assistance in the future?
 - d. What measures UNDP took to support national staff throughout the regime transition for their staff welfare and continuity of work for sustainable results

C. Scope of Work

- Develop an **assessment work plan and inception report** including, the research methodology, questionnaire, timeline, etc. The plan should be developed in consultation with the TFMU M&E team. As part of the methodology the service provider will also highlight list of internal and external documents for review.
- **Collect all key research documents** for review. The TFMU will share a library of key fund level documents, including annual and quarterly reports, major project documents, assessments and evaluation reports, LOTFA Strategic reviews, fund documents (ToR, Operational Manual, Results Framework, etc.) and LOTFA funded project documents and any other LOTFA. The service provider will be responsible to highlight and collect any additional documents that may be required for review.
- **Conduct a detailed desk review** of the key LOTFA documents to highlight major success areas, lessons that could be learned in terms of what work and what did not work and potential gains that could be followed-on by UNDP and the LOTFA contributing partners as part of their future programming. The desk review must also highlight major trends and how they had an impact on LOTFA operations during its life. For detailed assessment questions see section “C” above.
- **Development and finalization of methodology:** The service provider will have a kick-off meeting with relevant counterparts and will finalize the tools for collection and analysis of data. This will be done in close consultation and discussion with TFMU, LOTFA project management teams, and donor representatives.
- **Conducting Interviews with stakeholders:** The consulting firm is expected to interview key focal points in LOTFA, senior management and representatives of donor partners that contributed to LOTFA.
- **Present analysis and key findings** that identifies key events within the life of LOTFA, lessons that could be learned in terms of what worked and what did not work and identify potential gains that UNDP, the LOTFA contributing donors and other partners could build on as part of future programming. The review must also look at key trends and turning points during the life of LOTFA and how the decision-making process during these events impacted the programme operations?
- **Organize stakeholders’ workshop** to discuss key findings analysis and recommendations. The workshop should solicit inputs from key stakeholders on any facts and need for any additional review to finalize and conclude key findings and recommendations.
- **Develop and present an assessment report** to the UNDP and the LOTFA contributing donors on key findings, lessons learned, best practices and recommendations to consider for future programming, not necessarily related to LOTFA. Where possible the report must present separate sections on general findings and findings and recommendations against each of the four thematic windows of LOTFA.

D. Deliverables and Schedules/Expected Outputs

No	Deliverables	Period	Payment
1.	<p>Inception report: An inception report complete with the assessment plan outlining assessment methodology and key documents for review. The inception report should detail the service provider's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection and analysis procedures.</p> <p>The inception report should include a proposed schedule of tasks, activities, and deliverables, designating a team member with the lead responsibility for each task or product. Prior to preparing the report, a detailed report format should be submitted for UNDP's approval.</p>	<p>Within 2 weeks from the date of signing the contract</p> <p>[10 working days]</p>	10%
2.	<p>A detailed desk review of the LOTFA reports and documents agreed in the inception phase</p>	<p>Weeks 3 to 6</p> <p>[20 working days]</p>	20%
	<p>Conduct interviews with key informants</p>	<p>Weeks 5 to 8</p> <p>[20 working days]</p>	20%
3.	<p>Draft Report:</p> <ul style="list-style-type: none"> • Analysis of the information collected and follow on interviews as necessary • Develop draft report with key findings and recommendations • Conduct stakeholder workshop(s) to discuss key findings and facilitate inputs from the stakeholders for any additional review that may be required. 	<p>Weeks 8 to 10</p> <p>[15 working days]</p>	20%
4.	<p>Final Report:</p> <ul style="list-style-type: none"> • Produce final assessment report with key findings and recommendation and comments/inputs from stakeholders' workshop and TFMU team address. The final report should include: <ul style="list-style-type: none"> ○ An executive summary ○ Introduction and context ○ Findings overall ○ Findings by thematic area ○ Analysis and conclusions ○ Recommendations ○ References ○ Annexes • The report must be analytical in nature • Be structured around issues and related findings/lessons learnt 	<p>Weeks 11 to 12</p> <p>[10 working days]</p>	30%

No	Deliverables	Period	Payment
	<ul style="list-style-type: none"> • Set of any raw data collected 		

E. Management Arrangements for the assignment

Interested eligible consulting firms can apply for this assignment.

The desk review could be conducted remotely. However, the consulting firm can guide if any planned activity will need to be conducted through physical presence in Afghanistan, and if they have flexibility for a mission in Afghanistan. The consulting firm must provide a detailed methodology on how the activities will be conducted and will ensure the quality of the final report. The assessment methodology must be agreed with the TFMU focal point in advance. All activities of the strategic assessment will be implemented in close coordination with the TFMU. The TFMU will provide a library with LOTFA internal documents, secondary sources related to LOTFA and any evaluations and reviews related to LOTFA.

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consulting firm must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consulting firm must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP.

The consulting firm will be responsible for managing any security risk to its staff related to this assignment, UNDP will not bear any responsibility for the security of the strategic assessment team.

Consultations

The assignment will be delivered in coordination with the TFMU. The consulting firm will also work directly with the key LOTFA stakeholders during the assignment on the following:

- Briefing and agreement with the TFMU on the assessment methodology and work plan,
- Briefing with UNDP management and relevant programme staff,
- Meetings and interviews with the representatives of contributing donors,
- Stakeholders workshop to discuss finding and validate draft report, and
- Presentation of preliminary evaluation results to key project stakeholders.

F. Expected duration of the contract/assignment

The assignment is expected to be completed within 3 months from start of the assignment (preferably end June 2022). The consulting firm will be responsible to recommend a detailed work plan for the assignment as part of its assessment methodology and will be required to explain how they will ensure timely completion of the services under this assignment.

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

The assessment will require a combination of team with highly professional research and analytical expertise. Research expertise in security sector and rule of law in Afghanistan, or a similar context will be of high value to this assignment. As part of the technical proposal the applicants must provide a list of their research team members for this assignment and clearly articulate their individual and team expertise related to the assignment. The suitability of the consulting firm will be assessed based on:

Minimum five years' experience in the provision of research or evaluations services

- Experience of working in in-conflict or post-conflict environments.
- Experience of working rule of law sector in Afghanistan will be considered as an advantage

- Experience of involvement with international organizations in Afghanistan will be considered as advantage
- Statement of satisfactory completion of works of similar nature from the top 02 (two) Clients from the past,

Qualification of Key Experts.

Key personnel	Minimum Educational qualification and experience
Team Leader	<p>Education and Qualification:</p> <ul style="list-style-type: none"> • A Master’s degree in social sciences, project/ management, law or any other relevant topics. • Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point. <p>Years of experience:</p> <ul style="list-style-type: none"> • A minimum of 5 years of experience in research or M&E work. <p>Languages:</p> <ul style="list-style-type: none"> • Fluency in English is required. • Understand of local languages (Dari and Pushto) will be considered as plus point.
Quantitative Research Analyst	<p>Education and Qualification:</p> <ul style="list-style-type: none"> • A university degree in social sciences, project/ management, law or any other relevant topics. • Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point. <p>Years of experience:</p> <ul style="list-style-type: none"> • A minimum of 3 years of experience with master’s degree and a minimum of 5 years of experience in quantitative data analysis with bachelor’s degree will be required <p>Languages:</p> <ul style="list-style-type: none"> • Fluency in English is required. <p>Understand of local languages (Dari and Pushto) will be considered as plus point.</p>
Qualitative Research Analyst	<p>Education and Qualification:</p> <ul style="list-style-type: none"> • A university degree in social sciences, project/ management, law or any other relevant topics. • Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point. <p>Years of experience:</p> <ul style="list-style-type: none"> • A minimum of 3 years of experience with master’s degree and a minimum of 5 years of experience in Qualitative data analysis with bachelor’s degree will be required <p>Languages:</p> <ul style="list-style-type: none"> • Fluency in English is required. <p>Understand of local languages (Dari and Pushto) will be considered as plus point.</p>
Financial Analysis (VfM) Expert	<p>Education and Qualification:</p>

	<ul style="list-style-type: none"> • A university degree in social sciences, project/ management, financial management or any other relevant topics. • Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point. <p>Years of experience:</p> <ul style="list-style-type: none"> • A minimum of 3 years of experience with master’s degree and a minimum of 5 years of experience in financial management and financial data analysis with bachelor’s degree will be required <p>Languages:</p> <ul style="list-style-type: none"> • Fluency in English is required. • Understand of local languages (Dari and Pushto) will be considered as plus point.
Gender Expert	<p>Education and Qualification:</p> <ul style="list-style-type: none"> • A university degree in social sciences, project/ management, financial management, gender empowerment or any other relevant topics. • Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point. <p>Years of experience:</p> <ul style="list-style-type: none"> • A minimum of 3 years of experience with master’s degree and a minimum of 5 years of experience in gender mainstreaming. <p>Languages:</p> <ul style="list-style-type: none"> • Fluency in English is required. • Understand of local languages (Dari and Pushto) will be considered as plus point.

The contractor shall submit invoices to UNDP for all services ordered and delivered to UNDP together with supporting documents to demonstrate that the awareness messages were produced, the contractor shall make financial accountability based on agreed contract rates.

Institutional Arrangement

Supervisory arrangement

The Contractor will report to the TFMU Manager of the Law and Order Trust Fund (LOTFA) Management Unit

Annex 3 FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

[insert: Location].

[insert: Date]

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

Dear Sir/Madam:

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

A. Preliminary requirement

- Company Profile, which should not exceed fifteen (15) pages,
- Technical and Financial Proposal (Work Methodology, implementation plan, proposed team structure) according to TOR (Annex 2)
- Signed form for Submitting Service Provider’s Proposal (Annex 3)
- Financial Proposal (password protected), Annex 3B
- Signed Proposal Submission Form (Annex 4)
- Certificate of valid Registration of the business
- Copies of minimum two (02) contracts of in areas of research and evaluation, with the value of at least one contract equal or more than 100,000 USD.
- Statement of satisfactory completion of works of similar nature from the top 02 (two) Clients from the past,
- Structure of the team, including the names, position in the team and CVs of key personnel- For details please refer to Annex – 2 TOR.
- CVs of the following Key Personnel are required to be submitted within the technical proposal:

B. Qualifications of the Service Provider- 35 Points

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

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.
- b) Valid business license
- 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.
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

Scoring shall be conducted based on the following:

- a) Minimum five years’ experience in the provision of research or evaluations services **(10 Points)**
- b) Details of minimum two (02) similar contracts in the last three (05) years for the assignment related to research and evaluation work with value of at least one contract should be equal to or more than USD 100,000. **(10 Points)**
- c) Experience of working in in-conflict or post-conflict environments **(05 Points)**
- d) Experience of working rule of law sector in Afghanistan will be considered as an advantage **(05 Points)**

- e) Statement of satisfactory completion of works of similar nature from the top 02 (two) Clients from the past, **(05 Points)**

C. Proposed Methodology (Technical proposal) for the Completion of Services-25 Points

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.

Quality of methodology for desk review including selection of documents for review **(05 Points)**

Quality of methodology for data analysis and data quality control **(05 Points)**

Approach for consultation with TFMU and LOTFA partners **(05 Points)**

Approach for the presentation of draft and final reports **(05 Points)**

Sequencing of activities and quality of the work plan **(05 Points)**

D. Qualifications of Key Personnel-40 Points

Team Leader (1CV) – 10 Points

Education and Qualification:

- A Master's degree in social sciences, project/ management, law or any other relevant topics.
- Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point.

Years of experience:

- A minimum of 5 years of experience in research or M&E work.

Languages:

- Fluency in English is required.

Understand of local languages (Dari and Pushto) will be considered as plus point.

Financial Analysis (VfM) Expert(1CV) – 8 Points

Education and Qualification:

- A university degree in social sciences, project/ management, financial management or any other relevant topics.
- Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point.

Years of experience:

- A minimum of 3 years of experience with master's degree and a minimum of 5 years of experience in financial management and financial data analysis with bachelor's degree will be required

Languages:

- Fluency in English is required.

Understand of local languages (Dari and Pushto) will be considered as plus point.

Gender Expert (1CV) – 6 Points

Education and Qualification:

- A university degree in social sciences, project/ management, financial management, gender empowerment or any other relevant topics.

- Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point.

Years of experience:

- A minimum of 3 years of experience with master's degree and a minimum of 5 years of experience in gender mainstreaming.

Languages:

- Fluency in English is required.

Understand of local languages (Dari and Pushto) will be considered as plus point.

Quantitative Research Analyst (1CV) – 8 Points

Education and Qualification:

- A university degree in social sciences, project/ management, law or any other relevant topics.
- Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point.

Years of experience:

- A minimum of 3 years of experience with master's degree and a minimum of 5 years of experience in quantitative data analysis with bachelor's degree will be required

Languages:

- Fluency in English is required.

Understand of local languages (Dari and Pushto) will be considered as plus point.

Qualitative Research Analyst (1CV) – 8 Points

Education and Qualification:

- A university degree in social sciences, project/ management, law or any other relevant topics.
- Work experience in Afghanistan and/or knowledge of rule of law sector in Afghanistan will be a major plus point.

Years of experience:

- A minimum of 3 years of experience with master's degree and a minimum of 5 years of experience in Qualitative data analysis with bachelor's degree will be required

Languages:

- Fluency in English is required.

Understand of local languages (Dari and Pushto) will be considered as plus point.

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

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	<p>Inception report: An inception report complete with the assessment plan outlining assessment methodology and key documents for review. The inception report should detail the service provider's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection and analysis procedures.</p> <p>The inception report should include a proposed schedule of tasks, activities, and deliverables, designating a team member with the lead responsibility for each task or product. Prior to preparing the report, a detailed report format should be submitted for UNDP's approval.</p>	10%	
	A detailed desk review of the LOTFA reports and documents agreed in the inception phase	20%	
	Conduct interviews with key informants	20%	
	<p>Draft Report:</p> <ul style="list-style-type: none"> • Analysis of the information collected and follow on interviews as necessary • Develop draft report with key findings and recommendations <p>Conduct stakeholder workshop(s) to discuss key findings and facilitate inputs from the stakeholders for any additional review that may be required.</p>	20%	
	<p>Final Report:</p> <ul style="list-style-type: none"> • Produce final assessment report with key findings and recommendation and comments/inputs from stakeholders' workshop and TFMU team address. The final report should include: <ul style="list-style-type: none"> ○ An executive summary ○ Introduction and context ○ Findings overall ○ Findings by thematic area ○ Analysis and conclusions ○ Recommendations 	30%	

	<ul style="list-style-type: none"> ○ References ○ Annexes ● The report must be analytical in in nature ● Be structured around issues and related findings/lessons learnt Set of any raw data collected		
	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				
Team Leader				
Quantitative Research Analyst				
Qualitative Research Analyst				
Financial Analysis (VfM) Expert				
Gender 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]