



**REQUEST FOR QUOTATION (RFQ)**

**RFQ-2010-084**

**Assessment of capacities and work procedures / manuals for the Ministry of Local Government**

Dear Sir/Madam,

1. UNDP/PAPP is seeking qualified firms for Assessment of capacities and work procedures / manuals for the Ministry of Local Governance as detailed in this RFQ. You are therefore invited to submit a quotation in accordance with the terms and conditions included in this Solicitation Document.
2. It is required that quotations should be submitted in two separate sealed envelopes, one containing the technical quotation and one the financial quotation.
3. The separate sealed envelopes should be delivered to the following address no later than 17<sup>th</sup> August, 2010 at 11:00hrs (Jerusalem time) clearly marked as follows:

**Khaled Shahwan  
UNDP/PAPP  
Sateh Marhaba – Al Nakoureh Street  
Al Biereh**

The outer envelope should be clearly marked with the title "RFQ – Assessment of capacities and work procedures / manuals for the Ministry of Local Governance".

A pre-bid meeting is to be held on Monday 9 August 2010 at 11:00 am at the UNDP/PAPP office in Al Biereh, Sateh Marhaba – Al Nakoureh Street.

4. Any request for clarification related to this RFQ should be submitted in writing to [Proc5.papp@undp.org](mailto:Proc5.papp@undp.org) no later than 11 August 2010. Answers to any clarifications received will be posted in writing on 13 August 2010 at the UNDP/PAPP website as follows:

[www.undp.ps/en/aboutundp/forms.html](http://www.undp.ps/en/aboutundp/forms.html)

5. It is requested that receipt of this letter is acknowledged and to indicate whether or not you intend to submit a proposal.

Sincerely Yours,

  
Emma Creighton  
Procurement Specialist

*Handwritten mark*



## Terms of Reference (TOR)

### Assessment of capacities and work procedures / manuals for the Ministry of Local Government

#### I. Background

In 2008, the Palestinian Reform and Development Plan (PRDP) 2008-2010, called for establishing democratic governance system based on rule of law, separation of powers (Executive, Legislative and Judicial) and ability to protect and manage the natural resources of the Palestinian people to serve the public in an effective and efficient manner. As the Ministry of Local Government (MoLG) is mandated in the local governance sector with major responsibilities of sector policy making, regulatory conducts, public finance monitoring, human resources management and development, aid coordination, steering and monitoring of LGUs, there is a high need to build the capacities of staff within the MoLG to achieve the intended national goals effectively and in line with the MoLG Strategic Plan (2010-2014) which was officially announced in April 2010 and includes four main objectives, in which all four objectives encounter capacity development on three levels: individual, institutional, and environmental.

The 13<sup>th</sup> Government Plan August 2009, calls for democratic, transparent and responsive local governance that ensures better degree of community participation, and practices of good governance throughout the public sector, the private sector and civil society, effectiveness and efficiency of national institutions and develop them into a national goal to meet the demand of the Palestinian people for accountable institutions that deliver quality services.

In March 2010, MoLG developed its Strategic Frame Work (2010-2014) which provided analysis, goals, strategic directions, strategic objectives and developmental initiatives for MoLG that are tailored to significantly contribute to the accomplishment of the cross sectoral local governance strategy MoLG is plying the lead role in its formulation.

Since the effective functional performance of MoLG and Local Government Units (LGUs) depends on their quality performance with emphasis on transparency, accountability and integrity of MoLGs staff and local elected officials, continuous performance improvement becomes highly needed to fulfill the commitment of developing the capacities of the Ministry of Local Government and its district offices to comply with high levels of demands from the Local Government Units (LGUs), Municipalities and other accountability, transparency and responsive community participation. This project is part of the UNDP/PAPP Local Governance Support Programme (LGSP 2010-2013) that aims to contribute to the development of a democratic, decentralized, transparent, and inclusive local governance system in the oPt.

The Ministry of Local Government (MoLG) has offices all over the Palestinian territory, with headquarters based in Ramallah and 12 district offices in the west bank and 5 other district offices in Gaza, in addition of the Jericho Training Center which acts as another base for MoLG activities. The total number of MoLG staff is around 650 staff members including seniors.

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MoLG Vision "***Good local governance able to achieve sustainable development with effective community participation***",

MoLG Mission Statement: "***A leading Ministry that supports and promotes the capacities of Local Government Units and the development of their resources, towards achieving the citizens' welfare within the framework of the Good Local Governance***".

### II. Objectives

The project objective is to perform assessment of capacities and work procedures / manuals for MoLG at headquarters and district offices.

Information will be gathered on knowledge, attitudes practices and hands on previous initiatives that were carried out by other agencies targeting the development of MoLG capacities and work procedures. The analysis of the gathered information will be used for the identification of strengths and weakness among the MoLG staff, drafting recommendations, preparing a capacity development plan MoLG headquarters and its district offices, and developing a capacity development strategy in light of MoLG strategic framework 2010-2014 including Training of Trainers needs in a separate report.

A second report identifying strengths and weakness among the assessment and analysis of MoLG work manuals, daily work procedures and practices and drafting recommendations is to be developed.

### III. Scope of Work

The purpose of this RFQ is to identify a suitably qualified supplier who can provide the services of assessing the capacity, development needs and work procedures / manuals for MoLG at headquarters and district offices, taking into consideration its direct work with other line ministries and other Palestinian organizations including NGOs, Civil Society Organizations and Local Government Units, Association of Palestinian Local Authorities (APLA) and the Municipal Development and Lending Fund (MDLF). This will be achieved by undertaking the following:

- (a) Assign a Team Leader who will be the suppliers focal point for the project dealing with UNDP
- (b) Conduct a literature review of the following documents and to be followed by a meeting with the capacity development project manager / UNDP in order to incorporate the review results in the capacity assessment work plan.
  - UNDP Capacity Development Methodology.
  - UNDP Millennium Development Goals.
  - Local Government Law number one for 1997 (LGL)
  - LGL Executive Regulations (bylaws)
  - PA 13th Government Program
  - MoLG Strategic Frame Work 2010-2014
  - Diagnostic Report 2004
  - Updated Diagnostic Report 2009
  - Draft Local Governance Cross-Sectoral Strategy of 2010



- (c) Perform the capacity assessment of MoLG at Headquarters and its district offices covering the following main core components:
- Institutional development including strategies, work processes, human resources management and information technology.
  - Leadership including relations with external counterparts, the directions towards the vision, mission and values, the foundation of incentive techniques for individuals.
  - Knowledge management on the personal, organizational and environmental levels.
  - Monitoring and evaluation

The assessment should also focus on the functional capacity development including aspect:

- Community and stakeholders participation (line ministries, LGU's, ...)
  - Diagnosis of current capacities and setting the vision for developing the capacities of MoLG.
  - Policies and strategies
  - Available resources and implementation scenarios
  - Monitoring and evaluation
- (d) Assessment should be undertaken utilizing appropriate assessment tools/techniques that include but are not limited to self assessment, interviews, focus groups, questionnaires, workshops, beneficiary feedback, workflow analysis etc
- (e) Development of a capacity assessment matrix is required, which describes the data collection and analysis process.
- (f) Provide a clear documentation for the strategy on how the offerer will conduct the assessment process for both the capacities and work procedures.
- (g) Undertake a review and analysis of the current implemented work practices and manuals in line with the MoLG requirements.
- (h) Undertake a review and analysis of current capacity of the MoLG staff and their current and future ability to provide high quality service to the Palestinian people.
- (i) Provide a detailed discussion regarding the strengths and weaknesses of the overall capacity of the MoLG and recommendations for improvements that should be implemented in all areas assessed.
- (j) Conduct presentations and discussion workshops at key stages in the process with MoLG senior management and district offices, UNDP/PAPP Capacity Development Project Manager, and the UNDP Chief Technical Advisor / LGSP to discuss the results of the assessment for

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both the capacity development needs and the work procedures and proposed implementation plan.

(k) Propose Capacity Development implementation plan including the following:

- Detailed Statement of Work, profile of proposed project team, timetable and milestones.
- Recommend improvements to the current work procedures including analysis of the current situation and suggest different scenarios for the new work procedures.
- Provide training plan, including course outlines, trainee profiles and TOT courses were applicable.

This report should be sufficient to enable the project to commence with implementation of items that can be undertaken by UNDP and/or MoLG or commence with tendering if external parties are required to implement recommendations.

All work should be undertaken taking into account the various stakeholders involved, therefore it should be ensured that:

- The objectives and expectations of stakeholders should be taken into consideration (ie; partners, NGO, donors, PA etc)
- All stakeholders are engagement in the assessment process
- The UNDP Capacity Development Methodology is utilized

#### IV. Deliverables

The contract is anticipated to be completed within a 6 month duration from contract signing. A work plan should include the activities required to complete the project and timetable for each activity. The key activities required are listed below. The supplier should ensure that a work plan is submitted in response to this RFQ to include the items below at a minimum:

(a) Detailed work plan submitted for approval by UNDP/LGSP Capacity Development Project Manager and Chief Technical Advisor

(b) Following literature review if amendments to work plan are required, these should be submitted for approval to UNDP/LGSP Capacity Development Project Manager and Chief Technical Advisor

(c) Draft Capacity Development Strategy Report to include the following:

- Capacity Assessment Matrix
- Analysis of all assessments undertaken
- Detailed discussion on strengths and weaknesses
- Recommendations for Capacity Development Strategy

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- (d) Presentation provided to UNDP and key stakeholders, outlining the Draft Capacity Strategy
- (e) Capacity Development Strategy, amended to include any feedback from the presentation and then submitted for final approval to UNDP/LGSP Capacity Development Project Manager and Chief Technical Advisor
- (f) Draft Capacity Development Plan to include the following:
- Detailed Statement of Work detailing how the strategy will be implemented, including profiles of the implementing team, timetable for implementation and key milestones
  - Training Plan, including course outlines, trainee profiles and TOT courses were applicable
  - Proposed amendments to work procedures, detailing how these can be achieved in the most effective manner
- (g) Presentation provided to UNDP and key stakeholders, outlining the Draft Capacity Development Plan and proposed amendments to work procedures
- (h) Draft Capacity Development Plan, amended to include any feedback from the presentation and then submitted for final approval to UNDP/LGSP Capacity Development Project Manager and Chief Technical Advisor
- (i) Proposed amendments to work procedures, revised to include any feedback from the presentation and then submitted for final approval to UNDP/LGSP Capacity Development Project Manager and Chief Technical Advisor

A monthly report should be submitted to the UNDP/LGSP Capacity Development Manager detailing the progress in accordance with the approved work plan.

The supplier should also propose a payment schedule for services rendered against the above deliverables. UNDP reserves the right negotiates amendments to this payment schedule with the successful supplier prior to signing of any contract.

### V. Qualifications

The supplier should demonstrate that they have the proven experience and capacity to undertake the project and as such it is required that the supplier has a minimum of 2 years experience in provision of services similar to requested in this RFQ.

A multi-disciplinary team should be provided to undertake this project, which should include staff with capacity in Project Management, Capacity Assessment, Capacity Development, Public Administration, Organizational Development, Institutional Development and Reform.

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The number of personnel required undertaking the requirements as detailed in this RFQ should be decided by the prospective supplier; however the following minimum staff is required:

- Team Leader
- Institutional Development Expert, specializing in Local Governance
- Capacity Assessment Expert
- Capacity Development Expert
- Public Administration Expert
- Organizational Development Expert.

It is required that all staff has a minimum of 5 years relevant experience and a minimum of first degree.

### Technical Proposal

The following documents should be submitted to form the technical proposal:

- Company Profile, including description of company facilities
- List of projects undertaken within the last 2 years that are related to this requirement
- Contact of 3 previous clients that can be used for reference purposes to whom a project has been completed for capacity assessment services in a similar size and complexity as this requirement
- Staffing Plan and profile of each staff included in the plan. A matrix should be provided to show which staff will work on what activities and for what duration.
- CV's of the **6 key staff** members as specified in point V of this TOR
- Work Plan, including key milestones
- Methodology including the following points:
  - o How Capacity Development Assessment will be undertaken
  - o Assessment tool/techniques that will be utilized, including target audience and objective of each assessment
  - o How it will be ensured that all stakeholders are included in the assessment phase
  - o How analysis of training requirements will be undertaken
  - o How analysis of work practices/manuals will be undertaken
  - o How approved Capacity Development Strategy will be formulated into an implementation plan
- 3 examples of Capacity Assessment Strategy Reports developed for previous clients to include analysis of staff capacity and/or work practices.
- 3 examples of Capacity Development Implementation Plans developed for previous clients.

Evaluation will be undertaken by first evaluating the technical proposals. In order for proposals to be considered technically compliant, the technical evaluation score must exceed the minimum as shown below:

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No	Description	Minimum Score required	Maximum score attainable
A	Technical proposal	49	70
B	Financial proposal	n/a	30
TOTAL			100

Proposals not attaining the minimum technical score will be considered technically non-compliant and disqualified. Financial Proposals will only be opened if the technical proposal attains the required minimum score.

Weightings that will be applied in order to evaluate technical and financial proposals are shown in the above table.

The following criteria will be used to evaluate the technical proposals:

No	Criteria	Maximum Score	Sub Total
1	Expertise of Firm /Organization Submitting Proposal	14	
	a Does the Company Profile reflect the requirements of the TOR?		2
	b Do projects undertaken within the last 2 years relate to the TOR? (Minimum 2 years experience in provision of similar services to TOR)		3
	c Quality of References provided by 3 previous clients		3
	d Quality of examples of Capacity Assessment Strategy Reports		4
e Quality of examples of Capacity Development Implementation Plans		2	
2	Staffing Plan	21	



No	Criteria	Maximum Score	Sub Total
	a	Is overall staffing plan sufficient to undertake TOR?	3
	b	Are profiles of each staff adequate to undertake TOR?	3
	c	Team Leader (minimum first degree & 5 years relevant experience)	2.5
	d	Institutional Development Expert, specializing in Local Governance (post-graduate degree & 5 years relevant experience)	2.5
	e	Capacity Assessment Expert (minimum first degree & 5 years relevant experience)	2.5
	f	Capacity Development Expert (minimum first degree & 5 years relevant experience)	2.5
	g	Public Administration Expert (post-graduate degree & 5 years relevant experience)	2.5
	h	Organizational Development Expert (post-graduate degree & 5 years relevant experience)	2.5
3	Work Plan including key milestones		8
	a	Work plan clearly demonstrates what will be undertaken at each phase	5
	b	Project will be completed within the time specified in the TOR?	3
4	Methodology		27
	a	How Capacity Development Assessment will be undertaken	4
	b	Assessment tool/techniques that will be utilized, including target audience and objective of each assessment	4
	c	How it will be ensured that all stakeholders are included in the assessment phase	4

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No	Criteria	Maximum Score	Sub Total
	d How review/survey process of work procedures will be designed to cover all required elements		5
	e How analysis of training requirements will be undertaken		5
	f How approved Capacity Development Strategy will be formulated into an implementation plan		5

Maximum Total Score 70

### Financial Proposal

In a separate envelope the financial proposal should be submitted that consists of the following documents:

- Lump sum amount for provision of requirement, which should be broken down to show the following level of detail:
  - o Daily rates of staff
  - o Administrative costs
  - o Overhead and profit
  - o Any other applicable costs
- Proposed payment schedule linked to the work plan submitted in the technical proposal

### Award of contract

Award will be made to the offeror who provides the best proposal from a technical and financial perspective. The final scores will be calculated as follows:

The price score for the financial proposal will be calculated in the following manner:

Where "x" is the price of the lowest proposal

And "y" is the price of any other proposal,

The percentage score for price allocated to the lowest proposal will be 100 points, and to any other proposal x/y times 100.

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The General mark or combined score for each proposal will be arrived as follows:

The score of the Technical proposal multiplied by 70% will be added to the Financial Proposal score multiplied by 30%. The firm whose proposal received the highest combined will be the successful bidder.