REQUEST FOR PROPOSAL (RFP)
Functional Review of the Structures and Human Resources Review of the Palestinian Legislative Council (PLC) Secretariat

Date: 22 March 2012

1. UNDP/PAPP is seeking qualified firms for carrying out the Functional Review of the Structures and the Human Resources Review of the Palestinian Legislative Council (PLC) Secretariat as detailed in this RFP. You are therefore invited to submit an offer in accordance with the terms and conditions included in this Solicitation Document.

2. The Offerer shall prepare two copies of the Proposal, clearly marking each “Original Proposal” and “Copy of Proposal” as appropriate. In the event of any discrepancy between them, the original shall govern.

3. It is required that proposals should be submitted in two separate sealed envelopes, one containing the technical proposal and one the financial proposal.

4. The separate sealed envelopes should be delivered to the following address no later than 10 April 2012 at 10am (Jerusalem time) clearly marked as follows:

Khaled Shahwan
Deputy Special Representative (Operations)
United Nations Development Programme (UNDP / PAPP)
4A Yaqui Street PO Box 51359
Tel: 02-6268200

The outer envelope should be clearly marked with the title “RFP – Functional Review of the Structures and Human Resources Review of the Palestinian Legislative Council (PLC) Secretariat” and with the Company’s name.

Any request for clarification related to this RFP should be submitted in writing to proc5.papp@undp.org no later than 31 March 2012. Answers to any clarifications received will be posted in writing on 3 April 2012 at the UNDP/PAPP web site as follows:


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,

[Signature]
Khaled Shahwan
Deputy Special Representative / Operations

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Revised Jan 2012
United Nations Development Programme

Programme of Assistance to the Palestinian People

Terms of Reference (ToR)

Functional Review of the Structures and Human Resources Review of the Palestinian Legislative Council (PLC) Secretariat

I. Background
The United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP), in cooperation with the Inter-Parliamentary Union, implements a European Union funded project with the objective of strengthening the Palestinian Legislative Council (PLC) Secretariat to support the PLC as the democratically elected legislative body within the Palestinian National Authority (PNA). The PLC is responsible for establishing the legislative framework as well as overseeing the PNA in order to ensure transparent, effective and accountable governance. Since 2007, the PLC has been inactive due to the political divide in the occupied Palestinian territory (oPt), while the PLC Secretariat has remained operational. The project seeks to assist the PLC Secretariat in preparing for the resumption of parliamentary work, in developing its internal administrative functions and processes as well as in conducting specifically designed activities to be implemented even in the current absence of a functioning PLC, such as outreach and visibility activities. Specifically, the project will address the following issues:

- Support the institutional development of the PLC Secretariat to fulfill its role as a neutral and modern parliamentary Secretariat;
- Review of parliamentary structures and procedures against international best practices;
- Review the effectiveness of the legislative process and the legislative drafting capacities; support the development of proposals to process in parliament the legislation passed by Presidential decree in the absence of a functioning PLC, and to address the issue of the divergent legal framework in the West Bank and the Gaza Strip;
- Support embedding policy analysis and executive oversight functions in the future parliamentary processes through recommendations for necessary procedural and organizational changes and strengthening the respective support capacities of the PLC Secretariat; and
- Support increasing of parliamentary transparency and accountability through recommendations for necessary procedural changes and by strengthening, both in quality and in substance, the outreach and public relations capacities of the PLC Secretariat. (This will entail reviewing the PLC Secretariat’s existing communication and outreach strategies, assessing the transparency and openness of parliamentary processes and the functioning of the complaints bureau and supporting introduction of regular outreach activities - specifically targeting youth as well as other categories of population).

To attain its objectives, the EU-funded project will provide organizational and individual capacity development to the PLC Secretariat.
II. Description of the Activity

II.1 Functional review of structures of the PLC Secretariat
To enable provision of tailored assistance and strategic development support as part of the project, undertaking an in-depth and comprehensive review of the structure, processes and procedures of the PLC Secretariat is deemed necessary at the start of the project. This functional review will provide a clear picture of the existing organization, procedures and practices at the PLC, focusing in particular on parliamentary and administrative services provided by the Secretariat. The status quo at the PLC will be assessed against internationally recognized standards for democratic, efficient and effective legislatures. The review will identify strong points, as well as bottlenecks that if not timely and adequately addressed could limit the effectiveness of the PLC in the near future. The functional review shall provide specific proposals on functional reorganization and restructuring of the parliamentary Secretariat and recommendations on ways of increasing its administrative capacity. Thus the review will support the subsequent creation of a multi-annual/strategic development plan for the PLC Secretariat.

Conducted at the beginning of the project, the comprehensive review is expected to both establish clear baselines and help prepare and implement subsequent activities. Review’s findings and conclusions are expected to inform in particular the envisaged support in the field of modernization of human resources management in the PLC Secretariat. As well, building on the findings of the functional review, an in-depth review of the existing jobs descriptions, resulting in recommendations for amendments as necessary and for drafting job descriptions for the newly created or older positions for which job descriptions are missing, will be supported as part of the project.

To ensure that genuine parliamentary expertise and experience is directly drawn upon and well-established parliamentary practices are fully taken into consideration where the current situation at the PLC is assessed and strategic recommendations on development are provided, the Project seeks to involve in the conduction of the functional review international expertise from Parliaments mobilized by the IPU in support of this Project. To ensure that unique local conditions and the specific political and institutional dynamics in the oPt are fully understood and that the recommendations provided by the review will be highly relevant and applicable, the mobilized international reviewers will work in cooperation with national consultants. Moreover, to ensure that previous efforts aimed at reforming the PLC are properly considered, the present review will carefully analyze, and aim to build upon, earlier work in this field.

A team of 2 practitioners from parliaments of democratic countries and/or the European Parliament will be invited to work with a team of 2 locally recruited consultants provided through a local consultancy firm. International parliamentary practitioners will be expected to perform home-based desk review of relevant documentation, undertake short-term missions to Ramallah, and, based on their first-hand parliamentary experience, provide guidance to the local consultants and play a significant role in elaborating the conclusions and recommendations of the review. The team of national consultants, expected to dedicate for this assignment a number of 25 days between two of them, will ensure a high level of analytical support, facilitate the communication and cooperation with the PLC and other stakeholders and play a major part in the preparation of
the report. The assignment shall be carried out in close cooperation with a Working Group created within the PLC’s Secretariat. The Project Team will facilitate and support the execution of the tasks and will prepare the mission of international practitioners.

II.2 Human Resources Review of the PLC Secretariat

Further professionalization of the Palestinian Legislative Council (PLC) Secretariat depends, among other issues, on its ability to maintain and develop its human resources. Since last elections, the PLC Secretariat was faced with difficult working environment. The Secretariat was at the peak of its development employing more than 500 staff. The ensuing political crisis in Palestinian political landscape resulted in halt of main activities by PLC. As a result almost one third of its staff left the PLC or was reallocated to other Palestinian Institutions.

In order to address the resulting shortfalls, the UNDP will hire a local consultancy firm to provide two consultants who will work up for a total of 40 days during a 3-month period in cooperation with 1-2 international consultant(s) provided by IPU to conduct an in-depth review and prepare proposals for modernisation of the PLC Secretariat’s human resources regulations, policies and practices. Consultants will review existing relevant documents, prepare amendments where necessary, draft new documents where they are missing, and present the findings of their assessment and the new proposals to the PLC Secretary General. The review of PLC’s human resources will benefit from the preceding review of PLC Secretariat’s services. Moreover, the findings and recommendations of both assessments will be incorporated into the PLC Secretariat’s multiannual/strategic development plan.

The review the HR framework will reflects the specific working conditions and constraints of parliamentary staff in line with international practices as well as the applicable civil service legislation. This review and the functional review of PLC Secretariat’s main services should result in the establishment of a human resource development plan that provides clear guidelines for the recruitment, deployment and professional development of PLC Secretariat staff on the basis of merit.

Moreover, the review will also provide insight into the situation of the PLC Secretariat as equal opportunities employer. The final report will provide recommendations on how to mainstream gender-perspectives into the PLC Secretariat’s management. Another output of this activity is the development of a sound regulatory framework for staff recruited by the PLC members and parliamentary groups.

Supported by the national consultants provided by the contracted company/consultancy firm, international practitioner(s), with extensive experience with national parliaments members of the Inter-Parliamentary Union, will be expected to perform home-based desk review of relevant documentation, undertake short-term missions to Ramallah as necessary, and, based on their first-hand parliamentary experience, provide guidance to the national consultants and play a significant role in elaborating the conclusions and recommendations of the review. The team of national consultants will ensure a high level of analytical support, facilitate the communication and cooperation with the PLC and other stakeholders and play a major part in the preparation of the report and proposed draft policies and procedures. The assignment shall be carried out in close cooperation with a Working Group created within the PLC’s Secretariat. The UNDP Project
team will facilitate and support the execution of the tasks and will prepare the mission of international practitioners.

III. Tasks
Under the technical guidance of the UNDP Project Team and UNDP Governance Team, the consultancy firm will undertake the following duties:

III.1 Functional review of structures of the PLC Secretariat
The international experts and the local consultancy firm contracted to work for a total of up to 25 working days will be tasked to prepare, in the period April - June 2012 a PLC Functional Review Report of at least 30 standard typed pages in English in close consultation with the senior management of PLC Secretariat and UNDP Project team. The team of parliamentary practitioners and consultants involved in carrying out the functional review of the PLC Secretariat will have the following responsibilities:

- Conduct a desk review of the existing national strategic, policy, legal and regulatory documents related to the functions and responsibilities of the PLC and PLC Secretariat;
- Become acquainted with findings of the previous functional reviews and development plans of the PLC;
- Design a detailed work plan and methodology in close cooperation with the PLC and Project Team;
- Review the organizational chart and identify the functions and responsibilities of individual organizational units of PLC Secretariat;
- Analyze the efficiency and effectiveness of PLC Secretariat services;
- Analyze the existing structure and practices of the PLC Secretariat against relevant positive experience of other countries;
- Analyze the internal regulations of the Parliament’s Secretariat Divisions;
- Assess PLC staff’s status, capacities and work environment;
- Identify opportunities for improving the PLC Secretariat’s structure, practices and procedures;
- Formulate recommendations aiming to improve the functioning of the Secretariat and ensure an optimal functional distribution of tasks;
- Provide recommendations on possible amendment of internal regulations of the PLC’s Secretariat Directorate General and Departments in order to avoid the duplication of functions and to increase effectiveness;
- Identify areas that are not adequately regulated and provide relevant suggestions;
- Conduct a needs assessment in terms of PLC’s functional strategic development;
- Assess PLC’s Secretariat capacity for strategic and operational planning;
- Assist the Project in formulating elements related to improved functioning of the PLC Secretariat for inclusion in the multi-year development plan for the Secretariat;
- Facilitate and conduct interviews and meetings with PLC officials and staff and discussions with other stakeholders;
- Design, run and analyze questionnaires – as additional means of gathering the required information;
Follow up via email on in-person interviews and meetings to deepen the analysis and address the needs for further clarifications;

- Maintain close coordination and collaboration within the team of reviewers and with the Project team;
- During the mission at the PLC, give a presentation for PLC Secretariat Management and heads of departments on a model of organization of parliamentary services from a well-functioning parliament;
- Provide additional information for the decision making process as needed;
- Other relevant tasks, as agreed with the counterparts.

III.2 Human Resources Review of the PLC Secretariat

The international experts and the local consultancy firm contracted to work for a total of up to 40 working days will be tasked to prepare, in the period July - September 2012 a PLC Secretariat Human Resources Review Report of at least 30 standard typed pages in English in close consultation with the senior management of PLC Secretariat, Directorate General for Administration and Human Resources, HR Department and UNDP Project team.

The Human Resources Review Report should include concrete proposals on regulation amendments, new policies, operational procedures and practices in PLC Secretariat to cover, inter alia, the following issues:

1. Review of job descriptions and classification of posts;
2. Recruitment and selection;
3. Organizational design and development;
4. Institutional transformation and change management;
5. Evaluation, performance, conduct and behaviour management;
6. Employee relations;
7. Human resources analysis and the management of workforce personal data;
8. Compensation, rewards and benefits management;
9. Learning management, training & career development; and

The following should be tackled by the review:
- Thoroughly analyse existing job descriptions, propose amendments where necessary, propose a new job description template and support drafting new job descriptions where these are missing;
- Analyse existing/past recruitment procedures and policies an propose amendments as necessary;
- Present alternative options for filling vacant positions before the ban on new hiring in the PNA is lifted (e.g. using possible incentives for attracting qualified staff from within the PNA, establishing trainee and Interns schemes, etc.);
- Analyse existing system of incentives for PLC staff and propose new measures (such as introduction of career development policies and establishing of a carrier development plan, ensuring capacity development/training opportunities, etc);
Analyse applicable civil service legislation and propose measures that can be introduced, in principle in line with existing civil service legislation, that would distinguish PLC staff (in accordance with their parliamentary/legislative support role) from the core civil service and would create conditions for establishing, in the near future, of a separate body of parliamentary civil servants with a special status;
- Based on existing models, propose a Code of Ethics/Conduct for the PLC staff;
- Propose adoption of policies for ensuring equality of chances in any new future hiring as well as promotion of women to senior management positions in the PLC Secretariat;
- Propose a framework for recruiting and hiring of (political) staff by MPs and political blocks;
- Review employee performance evaluation system in place (procedure and practice), assess its efficiency and propose amendments; recommend establishing, and outline the parameters of, a draft Policy on Performance Management, Monitoring and Evaluation of the PLC Secretariat¹;
- Review internal reporting practice and propose creation of a new policy on Internal reporting within the PLC Secretariat to ensure regularity and uniformity of reporting.

In addition, during the assignment, international experts and local consultants provided by the contracted firm will be asked to provide advice and coaching to the PLC Secretary General, Directors of Directorate General and Departments on the implementation of best international and national practices on human resources regulations and preparation of new bylaws.

IV. Staff development
To ensure ownership and sustainability, the above tasks shall be conducted in close cooperation with the respective working group that will be set up within the PLC Secretariat. Staff development through skills transfer and training is an integrated part of the Project and shall be reflected in the tasks mentioned above. Review’s conclusions will be discussed with the PLC Secretariat and experts’ recommendations, which will be based on best practices and experts’ first-hand experience, will be explained and thoroughly debated with the staff. Possible training needs will be identified in the process and will be further addressed by the Project. During their mission to Ramallah, international experts participating in the review will give a presentation for PLC Secretariat Management and heads of departments on a model of organization of parliamentary services from a well-functioning parliament.

V. Deliverables/Timeframe
The contract will be divided in two parts corresponding to the two Reviews. The contract covering both activities is anticipated to be completed by first week of October 2012. The first review, i.e. the Functional Review, shall be completed by 25 June, while the Human Resources Review should be completed by last week of September 2012. A detailed work plan should be submitted, including the activities required to complete the aforementioned tasks and timetable for each

¹ A full draft policy to be created as part of a strategic planning process that the PLC Secretariat can be guided through.
work week. A report should be submitted following completion of each milestone, which will be verified and initially approved by the UNDP Project Team and UNDP Governance Team.

The firm is invited to propose a payment schedule for services rendered against milestones within the work plan. UNDP/PAPP reserves the right to amend the proposed payment schedule and to negotiate this with the successful firm prior to contract signing in line with UNDP’s financial procedures.

While undertaking the evaluation work, the firm will perform the work due diligence, maintain a high level of professional integrity and ethical standards, display impartiality and integrity.

More concretely, the firm is expected to provide the following deliverables for each activity:

**V.1 Functional review of structures of the PLC Secretariat**
- Work plan and methodology for the functional review (including division of tasks among the team of international and national experts) developed and agreed with the PLC by **April 16, 2012**.
- Draft report of at least 30 pages in English on functional review of the PLC Secretariat prepared by **May 26, 2012**.
- Specific conclusions and recommendations pertaining to:
  - the improvement of the PLC Secretariat's structure and functions;
  - possible amendment of Internal regulations of the PLC’s Secretariat Divisions;
  - the creation of internal regulations where these are missing/inadequate;
  - the restructuring/optimization of the human resources of the PLC’s Secretariat;
  - areas and options for staff training and development, prepared by **June 10, 2012**.
- Detailed presentation, discussion of review’s conclusions and recommendations with the PLC Secretariat management and staff, and agreed final version of the report by **June 25, 2012**.
- Proposal for new organization chart of PLC Secretariat developed by **June 25, 2012**.
- Relevant staff development activities undertaken during consultancy, and recommendations for subsequent training/development agreed with counterparts.

**V.2 Human Resources Review of the PLC Secretariat**
- Review by **July 6, 2012** the PLC Secretariat Personnel Regulation, including applicable legislation, relevant sub-legal acts in occupied Palestinian territory on human resources of civil service, as well as job descriptions.
- Suggest by **end of July 2012** amendments to PLC Secretariat’s human resources regulations to assure compatibility with applicable legislation and in line with the tasks mentioned above.
- Conduct interviews and consultations by **mid-July 2012** with the PLC Secretary General, Directors of Directorate Generals, and heads of Sections and Units of the PLC Secretariat on current human resources policies and practices within the PLC.
- Prepare a set of initial recommendations on amendments to and implementation of the PLC human resources regulation by **end of July 2012** in consultation with the director of
the Directorate General for Administration and Human Resources and HR Department.

- Organise and lead a roundtable discussion during the end of August 2012 with the PLC Secretary General, Directors of Directorate Generals, and heads of Sections and Units of the PLC Secretariat to agree on implementation modalities of recommendations to improve PLC human resource procedures.

- Submit the final draft of the PLC Secretariat Human Resources Review Report including the draft documents outlined at chapter III (Tasks) by the second week of September 2012 in English.

- Once the report has been approved by the UNDP, during the last week of September 2012 deliver a presentation to PLC Secretariat senior management on the findings of the report and the specific recommendations on improving the human resources framework.

VI. Qualifications
The firm should demonstrate a proven track record of involvement in institutional review and human resources management to undertake the project and as such it is required that the firm has a minimum of 2 years’ experience in provision of services similar to those requested in this RFP. A copy/summary of the latest relevant work is to be attached to the proposal.

The supplier has to be a firm and not an individual.

Specific consultancy firm qualifications:
- At least 2 years of operations in the relevant field;
- Has an expert roaster with at least 2 national consultants in the relevant field;
- Experience in implementation of activities related to functional review and human resource management and review;
- Knowledge of PNA governance environment;
- Knowledge of the applicable civil service law in occupied Palestinian territory;
- Proven experience in producing at least 3 analytical reports.
- Has an annual financial turnover of at least 50,000 USD.
- Proven track record of financial management and annual audit reporting.

The consultancy firm is expected to provide two national consultants for implementation of each of the two activities. The national consultants required for undertaking the functional review of structures and human resource review of the PLC Secretariat in this RFP should be selected by the prospective firm and approved by UNDP. Each consultant should meet the below minimum requirements.

National Consultant’s profile:
- Graduate degree in Law, Political Sciences, Administrative Sciences (i.e. Management, Economics, Public Administration, Business Administration, and Human Resources Management etc.) or Social Sciences;
- At least 7 years of relevant professional experience;
- Recent experience in functional review, human resource management and review;
- Knowledge of PNA governance environment;
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- Knowledge of the applicable civil service law in occupied Palestinian territory;
- Previous work on functional review and human resource management in government and legislative bodies is a strong advantage;
- Excellent analytical and drafting skills;
- Excellent computer/information systems skills;
- Excellent communication and inter-personal skills;
- Ability to work as a team member and meet tight deadlines without compromising quality.

VIII. Technical Proposal
The following documents are required to be submitted in the technical proposal in one sealed envelope, clearly marked as “Technical Proposal”. No financial information should be included:

a) Company Profile, including description of company facilities
b) Annual audited financial reports
c) List of projects undertaken within the last 2 years that are related to this requirement
d) Contact of 3 previous clients that can be used for reference purposes to whom a project has been completed in similar field, size and complexity as this requirement
e) Staffing Plan and profile of each staff included in the plan
f) CV’s of the proposed national consultants for four positions.
g) Work Plan, including key milestones
h) Examples of analytical reports that has been developed for previous clients
i) Methodology for implementation of both activities.

The proposal should be valid for a minimum of 90 days from the date of bid closing and should be duly signed by the official representation of your organization and stamped.

IX. Evaluation Process
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:

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Minimum Score required</th>
<th>Maximum score attainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Technical proposal</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td>B</td>
<td>Financial proposal</td>
<td>n/a</td>
<td>n/a</td>
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</table>

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.

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

***IX.1 Technical Evaluation Criteria***

<table>
<thead>
<tr>
<th>Technical Proposal Evaluation</th>
<th>Points obtainable</th>
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</thead>
<tbody>
<tr>
<td>1 Expertise of Firm/Organization Submitting Proposal</td>
<td>18</td>
</tr>
<tr>
<td>2 Quality of suggested consultants</td>
<td>35</td>
</tr>
<tr>
<td>3 Work Plan including key milestones</td>
<td>15</td>
</tr>
<tr>
<td>4 Methodology</td>
<td>15</td>
</tr>
<tr>
<td>5 Interview with the Firm/Organization</td>
<td>17</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
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***IX.2 In detail:***

<table>
<thead>
<tr>
<th>No</th>
<th>Criteria</th>
<th>Maximum Score</th>
<th>Sub Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expertise of Firm/Organization Submitting Proposal</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Does the Company Profile reflect the requirements of the TOR?</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>b Do projects undertaken within the last 2 years relate to the TOR? (Minimum 2 years experience in provision of similar services to TOR)</td>
<td></td>
<td>4</td>
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<tr>
<td></td>
<td>c Quality of References provided by 3 previous clients</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>d Quality of examples of analytical reports.</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Quality of suggested consultants</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Are profiles of each consultant adequate to undertake TOR?</td>
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<td>7</td>
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<table>
<thead>
<tr>
<th>No</th>
<th>Criteria</th>
<th>Maximum Score</th>
<th>Sub Total</th>
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<tr>
<td>b</td>
<td>1st National Consultant for functional review</td>
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<td></td>
</tr>
<tr>
<td>c</td>
<td>2nd National Consultant for functional review</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>1st National Consultant for human resources review</td>
<td>7</td>
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<tr>
<td>e</td>
<td>2nd National Consultant for human resources review</td>
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<tr>
<td></td>
<td>Work Plan including key milestones</td>
<td>15</td>
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<tr>
<td>a</td>
<td>Work plan clearly demonstrates what will be undertaken at each phase</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Project will be completed within the time specified in the TOR?</td>
<td>7</td>
<td></td>
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<tr>
<td></td>
<td>Methodology</td>
<td>15</td>
<td></td>
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<tr>
<td>a</td>
<td>Clearly illustrates how functional review of structures and human resources review of PLC Secretariat will be implemented to cover all required tasks and deliverables</td>
<td>15</td>
<td></td>
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<tr>
<td>5</td>
<td>Interview with the Firm/Organization</td>
<td>17</td>
<td>17</td>
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X. Financial Proposal

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

- Daily rates of staff
- Administrative costs
- Overhead and profit
- Any other applicable costs

The contract will be awarded to the firm meeting the minimum 70% score in the technical evaluation and offering the lowest price.
XI. Payments
Payments will be subject to the delivering of the following milestones:
- 20% upon successful submission and approval of the work plan and methodology.
- 30% upon successful completion and approval of the first activity: *Functional review of structures of the PLC Secretariat*.
- 50% upon successful completion and approval of the second activity: *Human Resources Review of the PLC Secretariat*.

XII. Note
As stipulated at chapter V, the contract will be divided in two parts corresponding to the two Reviews. On the condition that the contracted company provides the services pertaining to the Functional Review at high standards, the second part of the contract will be activated. The second assignment will also be undertaken in cooperation with international experts and is envisaged to be carried out in July-September 2012. The draft terms of reference for the second assignment may be amended upon completion of the Functional Review; specific tasks to be performed by the consultant(s) that the contracted company should provide for the second assignment, as well as the exact timeline and other details of the second assignment, will be defined once the Functional Review that makes the object of the first part of the contract is completed.