



**Islamic Republic of Afghanistan**  
**Independence Directorate of Local Governance**  
**Eshteghal Zaiee – Karmondena Project (EZ-Kar)**

REQUEST FOR EXPRESSIONS OF INTEREST (REOI)  
(Open for NGOs Only)  
(CONSULTING SERVICES – FIRMS SELECTION)

**Country:** Government of Islamic Republic of Afghanistan  
**Project Name:** Eshteghal Zaiee – Karmondena Project (EZ-Kar)  
**Assignment Title:** Hiring Facilitating Partner-EZ-KAR, Package # 2 (Mehtarlam, Assadabad, Parun)  
**Ref. No.:** IDLG/EZ-KAR/CS-FBS-02  
**Contract duration:** (3 years)

**1. Background:**

The recent wave of returnees and the growing IDP population have put an enormous pressure on Afghanistan's inundated service delivery systems, as well as on the social, economic and physical infrastructure of the communities that host these groups. Host communities have come under intense pressure, since they were already living in difficult economic conditions. The returnees also represent an opportunity to develop new economic opportunities.

**The concept of the EZ-Kar program derived from the interlinked DiREC strategy and corresponding multi-ministerial technical working groups - which agreed on a programmatic approach.** The framework and proposed EZ-Kar project supports the basic principles endorsed by GoIRA that (i) humanitarian assistance should transition to permanent solutions based on sustainable development as rapidly as possible; (ii) 100 percent registration for all undocumented returnees, on a fast track basis is ensured; (iii) the Government will provide facilitation services for those returnees voluntarily relocating or re-establishing their businesses in Afghanistan; and (iv) a "whole of community" approach should be followed wherever possible. The decision to focus on developing economic opportunities in the context of a broad range of needs (social service delivery, housing, and social cohesion) is premised on the idea that it is difficult to build sustainable approaches if returnees and IDPs are not earning incomes.

**The project supports, through a programmatic, multi-sector, multi-implementation agency approach, the short, medium, and long-term measures required to increase economic integration of Afghan returnees, IDPs, and host communities in the cities supported by the project.** The project will implement a range of policy and operational activities such as (a) provision of civil documents and information services to Afghan refugees in Pakistan; (b) creation of job opportunities through labor intensive public works; (c) removal of regulatory red tapes (such as cumbersome processes of applying for construction permits), (d) provision of and improvements to market infrastructure at municipal and Gozar levels which for years have had limited business activity. Together, these measures are expected to strengthen an enabling environment for economic opportunities in the target cities where there is a high influx of displaced people which will facilitate new business activities, create immediate short-term jobs, and promote economic opportunities.

Coverage: Total coverage proposed is for 1,160 urban communities, 232 GAs and 75 BGAs under this component in 12 cities across Afghanistan. The coverage for this particular package for which the FP is being procured is as shown in the table below:

Package for FP procurement	Province	Cities	# of Communities	# of Gozars	# of Business Gozars	Total Gozars
Package # 2	Lghman, Kunar, Nuristan	Mehtarlam, Assadabad, and Parun	90	18	9	27

## 2. Objectives:

The Project Development Objective is to strengthen the enabling environment for economic opportunities in cities where there is a high influx of displaced people. This will be pursued by increasing the returnees' access to civil documents, providing short-term employment opportunities, improving market enabling infrastructure, and supporting investor friendly regulatory reforms.

The EZ-Kar project will reach Afghan refugees living in Pakistan and Afghans in cities such as Jalalabad (Nangarhar Province), Kabul (Kabul Province), Kandahar (Kandahar Province), Herat (Herat Province), Puli Khumri (Baghlan Province), Maimana (Faryab Province), Firozkoh (Ghor Province), Khost (Khost Province), Asadabad (Kunar Province), Kunduz (Kunduz Province), Mihtarlam (Laghman Province) and Taloqan (Takar Province). These cities have been selected based on the influx of returnees and IDPs with data from GoIRA (CSO) sources. (Additional cities can be added if additional financial resources are made available)

As an inter-ministerial program, EZ-Kar will work through multiple implementing agencies (IAs), such as the Ministry of Finance (MoF), the Ministry of Foreign Affairs (MoFA), the Ministry of Economy (MoEc), the Kabul Municipality (KM), and the Independent Directorate of Local Governance (ILDG)

## 3. Scope of Work

The following summarizes the key roles and responsibilities of the FPs under the IDLG EZ-Kar. It should be noted that this is not an extensive list, and the detailed mandate of the FPs will be laid out in Operational and Training Manuals that will be provided only to the contracted FP. (Note: A draft version of the Operations Manual will be shared with the bidders before the bid closure date).

The mandate proposed for each FP for each package is for a period of **36 months or 3 years**. It should be emphasized here that all of the following need to adhere to policy and procedural guidelines that will be further elaborated in the stated manuals.

### General:

- Ensure the trainings provided to the key staff and the training of trainers (ToTs) provided by the Client to the Chief Trainer/ Chief Engineer/ other key staff of the FP is then cascaded down to the FP's EZ-Kar field staff in a timely manner and in the quality and timelines as will be outlined in the Operational and/or Training Manual. An outline of the main trainings required are as listed below:

Core Training Area	Type and Time	Further Trainees for cascade
ToT 1: Soft Aspects I: Community mobilization to GA-DP finalization (program orientation, CDC/GA/ BGA elections and mandates, PLA tools, bank accounts, maintenance plan, CDP/ GA-DPs)	Process oriented: One month	Core trainer to social organizers to community/ CDC/ GA/ BGAs/ sub-committees
ToT 2: Soft Aspects II (beyond CDP: institution building): Grievance handling, participatory monitoring and linkage	Process oriented: One month	Core trainer to social organizers to community/ CDC/ GA/ sub-committees
ToT 3: Project Management I (basic project management, subproject implementation and grant utilization, community accounting and community procurement)	Knowledge transfer: Two weeks	Core Trainers to Engineers to CDC/ GA/ BGA/ sub-committees
ToT 4: Project Management II (environmental and social safeguards, operations and maintenance)	Knowledge transfer: Two weeks	Core Trainers to Engineers to CDC/ GA/ BGA/ sub-committees
ToT 5: Engineering Training specific to the infrastructure subproject types allowed in the EZ-Kar Component 2	Knowledge transfer: Two weeks	Chief Engineer to Engineers
ToT 6: CDC/ GA sub- committee formation	Knowledge transfer:	Core trainer to social

and their plans with score card	Two weeks	organizers to community/ CDC/ GA/ sub-committees
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- With close coordination of the local Municipality, Municipality Advisory Board (MAB) and Nahia representatives, do demarcation and boundary selection of gozars and communities within selected nahias, conduct household surveys and use GIS mapping tools to establish clear spatial boundaries (by range of households falling in close neighborhood) for the contracted number of urban communities and gozars, keeping general principles for urban planning/ development and GIS/ geographic proximity and accessibility in mind.
- Mobilize the communities and raise awareness of the EZ-Kar, its objectives, the rationale for easing pressures on host communities, the need for integration of returnee and IDP (together referred to as “displaced populations”) local populations, the need to provide economic opportunities to be extended to both the host communities and the displaced populations. The differences between CCAP and the EZ-Kar especially need to be highlighted as part of the awareness raising, including but not limited to the different objectives of the two. The objective of enhancing economic opportunities through EZ-Kar must be emphasized.
- Build the capacity of the CDCs, GAs, BGAs, and their selected project management committees in their roles and responsibilities, and all the training packages as outlined above and as mandated by the EZ-Kar.
- Assist the communities and gozars to establish Community Participatory Monitoring (CPM)/ Grievance Handling (GH) sub-committees.
- Once the proposed subprojects are approved and financed by the EZ-Kar, provide technical assistance to the CDCs/ GAs/ BGAs and monitoring of the implementation, and report (as required) to the PMU or HQ.
- Serve as the primary authorization entity for phased cash withdrawals by CDC/ GA/ BGA for EZ-Kar grant funds from the CDC/ GA/ BGA provincial bank accounts based on actual work progress and expenditure of the approved subprojects on the ground.
- Ensure complete and satisfactory utilization of the EZ-Kar grants by the CDCs/ GAs/ BGAs against approved maintenance plan and subproject proposals.
- Assist the CPM/ GHM committees to conduct and report on community monitoring and grievance redressals.
- Provide regular and detailed reports on all aspects of the FP field work in the agreed formats provided as part of the contract. The regular reporting requirements are as outlined in the section below.
- Ensure responses to queries from the Client, wider Government/ EZ-Kar partners, donors, ARTF Supervisory Agent/ Third Party Monitors (SA/ TPM) on any aspect of the EZ-Kar facilitation and field work progress within timelines stated in the requests.
- Provide technical support to the Client’s staff teams and donor representatives during their field monitoring visits by coordinating with the communities, CDCs, GAs and BGAs as required.
- Participate in sessions and technically support the Client in bi-annual (twice yearly) compiling of lessons-learned, gaps, challenges, trends, ambiguities or lack of clarity in policy/procedural frameworks in field implementation.
- Support the Client by forming an EZ-Kar FP representative group (FPRG) and representing the joint FPs’ view points on program progress, challenges, policy issues at donor forums, implementation support missions.
- Administrative management of all human resources, goods, works and services procured/ contracted through the EZ-Kar FP contract funding, including but not limited to providing detailed staffing lists and asset registers in required formats to the Client periodically.
- Management of the contract in terms of timely and accurate submission of reports (as outlined in the contract), invoices and information related to program implementation/ facilitation as may be requested.

**MCCG:**

- Assist the communities to conduct free and fair democratic elections for the CDCs as per the Operations Manual guidelines, and register them with the EZ-Kar provincial management units (PMUs) such that there is equal representation of men and women, and from each of the election units.
- Guide and provide technical assistance and mentoring to the communities to undertake Participatory Learning and Action (PLA) exercises (mandated by the EZ-Kar such as the community resource mapping, community social mapping, women’s mobility/safety mapping, seasonal calendar, leaking pot analysis and well being analysis (WBA)) and to develop a comprehensive profile of each community from these exercises.
- Assist the communities to use the findings from the above mentioned PLA exercises to prioritize a set of development priorities for themselves, divided into those that they can undertake themselves, those which they could finance via the EZ-Kar grants and those for which they would need alternate funding.

- Use the community profiling household numbers to determine the MCC grant ceiling for each community covered. Inform the community of the MCCG principles, norms, policies and procedures.
- Assist the communities in appropriate beneficiary selection from the WBAs and appropriate subprojects for the MCCG (“MCCG Plans”) against defined criteria and policies as stated in the EZ-Kar Operations Manual. The emphasis needs to be to ensure at least 35% of households of the community, from the WBA’s poor and poorest categories, are able to get paid labor for a minimum of 40 days/household.<sup>1</sup> Help communities design and submit subproject proposals for the MCCG that will include basic construction, rehabilitation, renovation, extension of any public infrastructure, ensuring that a minimum of 60% of the grant is proposed exclusively for paid labor, and a maximum of 40% of the grant for all non-labor costs (including administrative expenses).
- Assist the CDCs in opening and maintaining bank accounts designated for the MCCG funds.
- Assist the community to include subprojects for their MCCG that will benefit the most vulnerable/ poorest households where there are no able-bodied adult men for the labor component, but who can be benefitted if a cash-for-service component is included.
- Support the community (via the CDC and/or its project management sub-committee) in implementing, monitoring and reporting on the subproject implementation and MCCG utilization on the ground.
- Monitor especially the payments for unskilled and skilled labor components under the MCCG, ensuring proper beneficiary selection, timely and accurate payments, labor log and payment documentation.
- Report via the designated MCCG forms (in the Operations Manual) on disaggregated data for returnees/ IDPs/ women/ other vulnerable household and population numbers benefitting directly from the paid labor component.

### **GA Grants:**

- Once all (or all proposed for EZ-Kar coverage) urban communities within a nahia have completed their CDC elections, inform the communities and their CDCs of the gozar boundaries within the nahia, and of the norms for gozar assembly (GA) elections. Raise awareness of the CDCs of the role and mandate of the GAs within the EZ-Kar, as well as the grants that will be allocated at the gozar level, including the possibility to pool their gozar grants for bigger subprojects.
- Facilitate the election and registration of the GAs as per defined OM policies.
- Assist the GAs in preparing a GA-development plan that includes infrastructure-based development priorities that directly support economic opportunities in the city. Assist the gozars in prioritization of market enabling infrastructure subprojects against the defined criteria.
- The FP will develop a GA level economic baseline for the subprojects selected for financing under the EZ-Kar grants, based on a template provided in the operations manual.
- Assist the GAs in opening and maintaining bank accounts for the designated EZ-Kar grants.
- Provide technical guidance to the GAs to design and submit subproject proposals for the same, ensuring all criteria outlined in the manuals are adhered.
- Provide technical assistance, monitoring and reporting support to the GAs in implementing the approved subprojects and utilization of the GA grants.
- Assess and report on the economic impacts of the GA grants against agreed indicators as will be outlined in the EZ-Kar Results Framework.

### **BGA Grants:**

- Support the firm recruited by IDLG to conduct a Gozar and Business Gozar Assessment (G/BG-A) to identify opportunities where EZ-Kar investments can have a high economic impact. Once the list of private business establishments/ firms have been identified by the firm, bring representatives of these identified firms together and inform them of the concept of the EZ-Kar’s “Business Gozar Assembly (BGA)”, its formation, its mandate under EZ-Kar, its benefits for business entities, its benefits for the wider population, and especially how the grants to the BGAs could enhance economic opportunities in the city itself.
- Assist the business gozars in prioritizing 1 to 3 productive infrastructure subprojects within pre-defined criteria that would directly benefit the largest numbers within the business communities of the city. Ensure that the subproject selection process is transparent and includes all members of the BGA.
- Help the business gozars develop and submit subproject proposals for the same.
- Assist the established BGAs in opening bank accounts for the designated EZ-Kar grants.

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<sup>1</sup> In case more than 35% of households in the target community are eligible, the target households may need to be selected through lottery.

- Provide technical assistance, monitoring and reporting support to the GAs in implementing the approved subprojects and utilization of the BGA grants.
- Assess and report on the economic impacts of the BGA grants against agreed indicators as will be outlined in the EZ-Kar Results Framework.
- The FP will develop a BGA level economic baseline for the subprojects selected for financing under the EZ-Kar grants, based on a template provided in the operations manual.

For details of the services, the ToR is available at [www.npa.gov.af](http://www.npa.gov.af)

4. Eshteghal Zaiee and Karmondena Project (EZ-KAR), IDLG, now invites eligible firms (“Facilitating partner”) to indicate their interest in providing the aforesaid services. Interested Firm (NGO) should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

**The short listing criteria are:**

- a. The Consulting Firm should be a registered legal entity and should have been in business for the last 5 years in providing Services of similar or related assignments. (The Consulting Firm is required to provide the Copy Certificate of Incorporation issued by relevant authority in country of establishment).
- b. The Consulting Firm shall demonstrate having sound financial standing by submitting audited financial reports or any other credible financial documents. The Consulting Firm should have Minimum annual turnover of at least **USD 402,000 (Four Hundred Two Thousand United States Dollars)** during each of the last three financial years. (2015, 2016 and 2017).
- c. The Consulting Firm should have carried out at least one assignments of similar scale and complexity during the last eight (8) years where the total cost of the assignment shall be with the value of **USD 536,000 (Five Hundred Thirty Six Thousand United States Dollars)** or more indicating the duration, value and years of performance, which should showcase the expertise/ strength of the firm for undertaking such assignments.

The Consulting Firm while describing the assignment(s) for similar experience should furnish the following details:

- Consulting Firm should explain in what way the executed assignment(s) was/were similar in nature to the current assignment.
- The Consulting Firm should explain the exact role played by the consultant in the assignment if the assignment was carried out in association with other firms as JV or in sub-consultancy for carrying out the assignment.
- d. The Consulting Firm having some regional experience is desirable.
- e. The requirements for Consulting Firms who intends to associate with other firm(s) in the form of a Joint Venture (JV) or Consortium or a sub-consultancy to enhance their qualifications are indicated as under:
  - i. The lead partner is required to be identified clearly and the Consultant shall state the composition and nature of their association (JV/Sub-consultant) in their EOI.
  - ii. In case of JV, all partners each i.e. the lead and JV members shall meet 100% of the shortlisting criteria of (a) (b) and (c) above.
  - iii. Eligibility requirements in compliance with paragraphs 3.21, 3.22, & 3.23 of the *World Bank’s Procurement Regulations for IPF Borrowers, Procurement In investment Projects Financing, Goods, Works, Non-Consulting and Consulting Services revised November 2017 and August 2018*. The attention of interested Firms is drawn to *paragraph 3.14 and 3.15 of the World Bank’s Procurement Regulations for IPF Borrowers, Procurement In investment Projects Financing, Goods, Works, Non-Consulting and Consulting Services revised November 2017 and August 2018*, setting forth the World Bank’s policy on conflict of interest. In addition, please refer to the following information on conflict of interest related to this assignment as *per paragraph 3.16 and 3.17 of the World Bank’s Procurement Regulations for IPF Borrowers, Procurement In investment Projects*

5. Only NGOs are eligible to participate and compete for this contract; they may associate with other firms (NGOs) in the form of a joint venture or a sub-consultancy to enhance their qualifications. If Firms intend to associate with other firms, they are advised to clearly identify the lead partner and state the composition and nature of the association (JV/ sub-consultant) in their EOI. In case the EOI is submitted in a form of JV, each partner in the association shall meet the requirements defined in Para.4 (e) above, under the short listing criteria. However, the short listing criteria will not be applied and considered for sub-consultant.
6. A Consulting Firm will be selected through **Fixed Budget Selection (FBS)** in accordance with the procedures set out in the *World Bank's Procurement Regulations for IPF Borrowers, Procurement In investment Projects Financing, Goods, Works, Non-Consulting and Consulting Services revised November 2017 and August 2018*.
7. Expressions of interest must be delivered in a written form to the address below (in person, by mail, or by e-mail) by 26<sup>th</sup> March, 2019 by 16:00 Hours. (Kabul Local Time). For convenience, the EOIs submitted by the Consulting Firms should preferably not exceed 40 pages. Further information in respect to this REOI can be obtained at the address below by email or in person during office hours [08:00-16:30 Hours].

**Attention: Procurement Management Unit Head, Umar Sultani**

Citizen Charter National Priority Program (CCNPP)

Deputy Ministry of Municipalities

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