



Date: 24/02/2021
To: Interested Bidders
From: Swedish Committee for Afghanistan, Kabul Management Office
No. of Pages: Thirteen (13) with three sections (1-3)
Subject: **Request for proposal for Development of SCA's Partnership Strategy**
RFP ref #: **KMO- RFP - 2021- 04**

Dear Sir/Madam:

The Swedish Committee for Afghanistan, Kabul Management Office (hereinafter called "the SCA" invites you to submit your proposals for a study to develop SCA's Partnership Strategy (hereinafter called "the Service") of SCA in 2021 as specified in the Request for Proposal and attachments here to (hereinafter called "the RFP Documents").

Tender Instructions

1. You must submit your technical and financial proposal in separate sealed envelope in case of hard submission .And in separate file In case of online submission for all service in respect to this RFP.
2. Your quotation shall be addressed and submitted at the below specified address or email address no later than 7 March 2021:

Swedish Committee for Afghanistan
Jalalabad Main Road, Paktia Kot
PO Box 5017
Kabul Afghanistan

Attn.: Procurement Unit, Administration Department
Email for online submission: bids@sca.org.af

3. Any quotation received by the SCA after the deadline will be rejected.
4. Your quotation and all correspondence shall be made in the English language.
5. Your quotation shall be according to these instructions:
 - a. It shall contain the completed forms in Sections 2 and 3. Failure to complete these forms may result in rejection of your quotation.
 - b. All prices quoted shall be made on the terms specified in the RFP documents.
 - c. All prices shall be quoted in AFN.
 - d. All prices shall be quoted including taxes: Ref: Article 72 of Afghanistan Tax Law.
 - e. Your quotation shall be valid for a period of 30 days past deadline for receipt of quotation.
 - f. Your quotation shall bear the RFP Reference Number and Title indicated above.
6. SCA will examine the received quotations to determine its completeness and whether there are computational or arithmetical errors, whether documents are properly signed, and whether the quotations are general in order. Arithmetical errors will be rectified as follows:



- a. If there is a discrepancy between the unit price and the line item total, the unit price shall prevail and the line-item total shall be corrected, unless there is an obvious misplacement of the decimal point in the unit price, in which case, the line item total as quoted shall govern and the unit price shall be corrected.
 - b. If there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotal shall prevail, and the total shall be corrected.
7. Prior to the price evaluation, SCA will determine the substantial responsiveness of each quotation. A substantially responsive quotation is one, which conforms to all the terms and conditions of the RFP documents without material deviations. Deviations from, or objections or reservations to critical provisions will be deemed to be material deviation. The SCA may waive any minor informality, or irregularity in a quotation, which does not constitute a material deviation, reservation, or omission.
 8. During evaluation of the quotations, the SCA, at its discretion, may ask you for a clarification of your quotation. The request for clarification and the response shall be in writing, and no change in the prices or substance of the quotation shall be sought, offered, or permitted. Failure to respond timely to a request for clarification may result in the rejection of your quotation.
 9. If a quotation is not substantially responsive, it will be rejected by the SCA and may not subsequently be made responsive by correction of the nonconformity.
 10. The SCA shall compare all substantially responsive quotations to determine the quotation containing the best Quality and Cost.
 11. Award will be made to the company whose quotation is determined substantially responsive to the requirements of the SCA and whose quotation contains the best-evaluated price, based on Quality and Cost Selection.
 12. The SCA reserves the right to accept or reject any quotation, and to annul, in whole or in part or to suspend the process and reject all quotations at any time prior to the award, without thereby incurring any liability to the affected company or companies or any obligation to inform the affected company or companies of the reasons for the SCA's action.
 13. Nothing in or relating to this RFP shall be deemed a waiver, expressed, or implied of any of the privileges and immunities of the SCA.
 14. Please note that the SCA will notify unsuccessful companies.
 15. SCA will conduct an interview with the applicants to determine their ability to deliver the tasks assigned.
 16. Please address all your queries or questions in writing at the address given below and kindly refrain from any telephone calls or personal visits.

Swedish Committee for Afghanistan, Kabul Management Office

Email: bids@sca.org.af

Requirements of the Company:

The firm must provide evidence for the following criteria and submit it with the technical proposal.

1. Valid Certificate of Registration.
2. Bank Account in the name of the company. Individual/personal bank accounts will not be accepted.
3. Firms must have Tax Identification Number (TIN)

Firms who do not submit evidence for the above-mentioned requirements will be disqualified.



Section 1

Terms of Reference

Development of SCA's Partnership Strategy

1. Introduction

Swedish Committee for Afghanistan (SCA) is a membership-based, non-governmental organisation working in Afghanistan since 1980. SCA's vision is an independent Afghanistan in peace, where human rights are respected, rural communities are empowered, and all Afghans have the right and opportunity to democratic participation in the governance of their country.

The work encompasses programmes for education, health, support to persons with disabilities and rural development. There are also support units for all programme activities relating to civil society, human rights & gender, communication and advocacy. SCA's main target group is the rural population, specifically women and girls and people with disability. SCA's operations include capacity development, advocacy and service delivery. The work is always conducted in close cooperation with the local population. The management office is situated in Kabul, while operations are carried out in 17 provinces from five Regional Management Offices (RMOs) and two Liaison Offices (LOs).

2. Background Information and Rationale

The Swedish Committee for Afghanistan believes that a shift from transactional to transformational partnership is the key to sustainable development and long-term prosperity of Afghanistan. For SCA partnership is beyond the collaboration on ad-hoc projects. It is about moving beyond responsibility for independent results to a relationship that involves co-creation, shared risks and responsibilities, interdependency and organizational transformation.

Currently, SCA has partnership with civil society organizations (CSOs), community based organizations (CBOs), and professional associations categorized as right holders. In this partnership, SCA provides organizational and technical capacity building and small grants to its partners to effectively carry out the shared vision. Moreover, SCA also cooperates with local government authorities (LGAs), the duty bearers, to build their capacity to create enabling environment for the right holders. However, there is no formal document to legalize or define these existing partnerships. CSOs and CBOs play a crucial role in advocating for the rights of the people they represent and are bridge between LGAs and people in the local communities. They have increasingly shown their capacities and potential in programme and project design, execution and implementation at regional, national and local levels. In recent years, CSOs have succeeded in opening up areas for dialogue with governmental authorities and other actors at provincial and national levels, contributing their capacities and expertise to higher quality policy and normative discussions.

Hence, SCA would like to carry out a study to identify the potential partners from public, private, NGO/civil society sectors as well as international organization and assess the existing partners to collaborate to reach its vision of an Afghanistan free from poverty, violence and discrimination, where human rights are respected and all live in dignity, enjoy equal opportunity and social justice. SCA is

looking for both, a firm and individual with required qualification and competence to carryout this study.

3. Main Objectives

The Main objective of the study is to develop a partnership strategy for SCA that will create the base for identifying and developing, implementing and managing, assessing and revising, and sustaining impact through partnership with public sector, private sector, NGO/civil society and international organization. The followings are the sub objectives:

- Study the existing national and international best practices and lessons learned in identifying, managing, assessing, and sustaining partnership.
- Propose a partnership framework containing the partnership life cycle (from identifying to close and exit) that works best for SCA.
- Identify and define key partners (public, private, NGOs/civil society, community-based organizations (CBOs), and international organization) for SCA to collaborate with.
- Identify key factors for effective partnership in the context of SCA.
- Recommend partner exit mechanism (for all work components) that works best for SCA and its partners;
- Develop a partnership agreement model considering the mode of partnership and the sector the partner represents;
- Develop the required tools for SCA to implement the partnership strategy.

4. Scope

An articulated and comprehensive partnership strategy will play a fundamental and central role in achieving sustainable development for the people of Afghanistan. Through development of effective partnership, SCA will be able to magnify impact, enhance effectiveness and create sustainable development. As per the objective, the deliverable of this project will be the partnership strategy for SCA to manage its partnership. The following defines the scope of the study:

- To study SCA to understand its vision, mission, values, strategy, culture, operation, working methodology, and geographical coverage to propose an effective partnership strategy.
- To conduct a case study of regional countries to understand their partnership strategy, approaches to partnership and identify the best practices and lessons learned.
- To study the current SCA's partners to identify challenges and gaps in the partnership and to clarify if SCA continues its partnership, expand it, or exit.
- To develop the partnership strategy for SCA in three national levels (district, provinces, and national).
- To study and identify international organizations that operates in the same area (education, health, rural development, and support people with disabilities) and specify the areas for collaboration.
- To conduct a thorough study of Afghanistan to understand the external and internal context, political, social, and cultural factors that directly or indirectly impact the partnership and the strategy.



- To develop systematic tools and mechanisms for SCA to use the strategy and manage its partnerships effectively.
- The following points must be considered in the partnership strategy:
 - Partner identification
 - Type of partnership
 - Resource mapping
 - Discovery meetings
 - Relationship building
 - Partner selection criteria
 - Partnership agreement (Model partnership agreement)
 - Co-design and co-creation
 - Governance framework
 - Meetings and documenting progress
 - Acknowledge individual partnering objectives
 - Monitoring and evaluating
 - Accountability and reporting
 - Capacity building
 - Course-correction
 - Inviting new partners
 - Scaling up
 - Institutionalizing the partnership
 - Lessons learned
 - Possible risk factors
 - Exit assessment

5. Approach and Methodology

The consultancy will work closely with Civil Society and Capacity Development Unit (CCU) as the designated contact point in setting up meetings, exchanging information, providing documentation, and organizing presentations (specified in deliverables) to SCA management. The consultancy will collect quantitative and qualitative data including but not limited to the following methods:

- In-office desk review of all relevant documentations of SCA
- In depth interviews or focus groups with key informants and an online survey for perception gathering (if required).
- Observation of provincial and district level partners of SCA by visiting Mazar and Jalalabad Regional Management Offices (sampling method).
- Research and review of regional countries partnership strategy

The consultancy will develop a detailed methodology for this assignment. The initial version should be specified in the response to RFP (the proposal) and will then be further refined and validated during phase 1 (inception) of the assignment. Limitations of the suggested methodology should be clearly specified, along with strategies to overcome these.



Multiple and high quality data collection and analysis methods with a range of stakeholders should be used to gather perception data and facilitate triangulation of data. These may include document review, semi-structured interviews with key stakeholders, an online survey of partners, and consultative workshops (if required).

Key stakeholders to be involved in the data collection should be selected from a wide variety of sources, including:

- SCA Kabul Management Office and 5 Regional Management Office staff
- Government, national and sub-national
- Civil society partners and Community based organizations
- Professional Associations
- International Organization with same mandate as SCA

The consultancy should develop a comprehensive framework for data collection, analysis with logical and explicit linkage between data sources, data collection and analysis methods. The consultancy will present the findings to SCA management with a basic framework of partnership strategy. The management will provide feedback to the framework which will be the basis for the partnership strategy.

6. Guiding Principles and Values

All information in the contract between the two parties shall be considered as confidential and not be shared with anyone unless legally obliged to do so or upon written consent of SCA.

7. Management of Task

The CCU ensures the implementation of this TOR. The CCU will lead the study to develop the partnership strategy and for facilitating relevant documents of SCA and connecting the consultancy with relevant stakeholder for interview or focus group meetings.

The major roles and responsibilities of SCA include:

- SCA will provide relevant SCA documents for review.
- SCA will assist in setting interview with relevant stakeholders.
- SCA will assist in providing partners' information and documents.
- SCA will provide accommodation and transportation (Road and Flight) during the study whenever the consultants travel to SCA coverage areas (5 regions – Balkh, Nangarhar, Wardak, Ghazni and Takhar). Office space will provide. SCA will not provide food.
- SCA will provide with lunch and refreshment to the visitors whenever they are working inside SCA offices.

The consultancy is responsible to fulfill the following:

- The consultancy shall conduct a thorough study of SCA to prepare the partnership strategy.
- The consultancy shall adhere to all values and work culture of SCA.



- The consultancy shall study and submit the findings to SCA management through a presentation.
- The consultancy shall submit the deliverables as described in this ToR.
- The consultancy shall develop a comprehensive partnership strategy with required tools.
- The consultancy shall complete the assignment on time.

8. Professional Qualifications

The consultancy shall provide complete details of the consultant (s) assigned for this assignment with her/his relevant work experience in conducting a study to develop a partnership strategy or something similar in nature with a complete list of undertaking similar assignments in the past. The consultant (s) that will be introduced by the consultancy should also comply with a minimum qualification of:

- Master's degree in the fields related to international relations and/or Organizational Development/Business Administration
- At least seven years working experience in recognized organizations in the field of policy and strategy development.
- Strong communication, analytical and writing skills.
- Demonstrated knowledge and skills in developing data collection tools, data analysis and transforming of the data into analytical reports and strategies.
- Experiences of working with civil society and community-based organizations in similar contexts will be a value-added advantage.

9. Proposal Submissions

In addition to other required templates, the consultancy should provide the following:

- Interested consultancies are required to submit a technical proposal clearly outlining.
 - Their understanding of the terms of reference
 - Company profile and the lead consultant CV
 - Methodology for conducting the study of existing practices and challenges that result on the development of a comprehensive partnership strategy.
- Financial Proposal detailing the consultancy(s) professional fees and any other costs related to this study.
- Two samples of the strategies s/he (The assigned consultant) has previously developed or contributed significantly.

10. Deliverables and Timelines

The total duration for the study, development of Partnership Strategy and presentation to SCA management should not exceed 2 months. Reports will be written in English language.

11. Deliverables:

Deliverable 1: Submission of inception report and approval by Deputy Director Programs/CCU Head.

Deliverable 2: Presentation of the finding and basic framework of the partnership strategy and required tools.

Deliverable 3: Submission of the first draft of partnership strategy and required tools for SCA's review.

Deliverable 4: Submission of the final version partnership strategy and required tools.

Deliverable 5: Presentation of the partnership strategy for SCA Management.

12. Timeline

The consultancy shall submit the deliverables described above in accordance with the following deliverables schedule:

Deliverable Number	Deliverable Name	Due Date
1	Kick off Meeting	03/15/2021
2	Submission of inception report and study schedule approval by Deputy Program Director	03/22/2021
3	Presentation of the finding and basic framework of the partnership strategy and required tools	04/25/2021
4	Submission of the first draft of partnership strategy and required tools for SCA's review	05/08/2021
5	Submission of the final version partnership strategy and required tools	05/20/2021
6	Presentation of the partnership strategy for SCA Management	05/22/2021

13. Contractual Conditions

Contact Person:

The CCU and PMER Unit of SCA works together to ensure the implementation of this assignment as per the TOR. CCU is the contact person for the study to develop partnership strategy and for facilitating relevant documents of SCA and setting interviews with the partner organizations to the assigned consultancy.

Confidentiality:

All information in the contract between the two parties shall be considered as confidential and not be shared with anyone unless legally obliged to do so or upon written consent of SCA.

Payment Terms:

The consultancy shall invoice SCA for the fee in accordance with the deliverables of the work mutually agreed by SCA and the consultancy based on the following terms of payment:

Terms	Payment %	Time of Payment
First	30 %	will be paid after the approved inception report
Second	30 %	Will be paid once the draft of partnership strategy is provided
Third	40%	will be paid at submission of clearance letter to the client

Currency:

Invoice and payment will be in Afghani (AFN).

Evaluation

The evaluation of proposals will be carried out through quality and cost-based selection-QCBS, 70% for quality and 30% for the cost. The contract will be provided to one service provider only.

Quality Evaluation (Technical)

The following criteria will be applied.

1. Institutional capacity/credentials – maximum 42 points
 - Company profile, relevant to the TOR
 - organizational capacity to conduct the scope of work, experience with similar organization.
 - The company previous experience in development of partnership strategy
 - The consultant introduced by the company, relevant skills and experiences
 - Previous experience in Afghanistan in conducting partnership study.
 - Qualification of the team
 - Team organization for the study

Each is scored between 0-6 points; minimum is 28 points (4 each) to qualify.

2. Technical proposal – maximum 49 points
 - Approach and methodology
 - Data/information collection and interpretation
 - Quality control
 - Planning
 - Execution
 - Reporting
 - Deliverables

Each is scored between 0-7 points; minimum is 35 points (5 each) to qualify.

3. Technical proposal comprehensiveness – demonstrates understanding of all aspects of the partnership strategy, maximum 9 points.



- Understanding of the TOR, relevant and good proposal
- Logical sequence of the proposal
- Completeness of the proposal

Each is scored between 0-3 points; minimum score is 6 (2 each) to qualify.

Maximum Points: 100

Each quotation will be given a technical score, and rejected at this point if it fails to achieve the minimum technical score four point in each line of category (1) five point in each line of category (2) and tow point in each line of category (3). Quotations that passed the minimum technical score is qualified for financial evaluation.

Financial Evaluation

The lowest priced quotation will be given the maximum financial score of 100 points. The financial scores of other qualified quotations will be computed as follows: Financial score = 100 x Lowest price/price of relevant quotation.

Final Evaluation Score

The quotations will be ranked according to the combined Quality Evaluation and Financial Evaluation scores using the following weights: T = Quality evaluation weight, 70%; F = Financial evaluation weight, 30%

$$\text{Final score} = 0.7 \times T + 0.3 \times F$$

Award of contract

Award will be made to the company whose quotation achieved the highest combined technical and financial score. If the final score is equal between two bidders, the score of quality will prevail.



Section 2 – Quotation Forms

(Complete and sign the Quotation Forms and Section 2 Additional Requirements)

Section 2 – A QUOTATION SUBMISSION FORM

Date: (Bidder to insert the date)

RFP No: KMO- RFP- 2021- 04 ; Development of SCA’s Partnership Strategy

To: Swedish Committee for Afghanistan
Kabul Management Office

Dear Sir/Madam:

We acknowledge receiving your RFP Documents and its accompanying attachments. We, the undersigned, have examined the same and offer to Develop SCA’s Partnership Strategy that conforms with your RFP No. KMO- RFP – 2021 – 04.

We agree to abide by this quotation for a period of 90 calendar days past the deadline for the receipt of quotation as specified in RFP. Our quotation shall remain binding upon us and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept the lowest or any quotation that you may receive.

(Bidder to insert name and signature of duly authorized representative)



Section 2 – B

QUALIFICATION INFORMATION FORM

General Information

1. Name of Bidder:
2. Street Address: Postal Code:
3. P.O. Box and Mailing Address:
4. Telephone Number:
5. Fax Number:
6. E-mail address:
7. www Address:
- 8a. Contact Name:
- 8b. Contact Title:
9. Type of Business:
10. Year Established:
11. Number of staff employed:



Section 3

CONSULTANCY COST/PRICE SHEET

Items	Unit	Qty	Price per unit (AFN)	Sub-total (AFN)
Consultancy's fees	Lump Sum	1		
Additional cost				
Total				
Comments:				

Note: SCA will deduct Afghan government tax law from your payment, reference article 72 of Afghanistan tax law.