

Date: 07 June 2020 Deadline: 27 June 2020

To: Interested Bidders

From: Swedish Committee for Afghanistan, Kabul Management Office

No. of Pages: Twelve(12) with three sections (Sections 1-3)

Subject: RFP ref: **KMO – RFP- 2020-08**  
SCA Strategic Plan 2022-2025 Process Facilitation consultancy

Dear Sir/Madam:

The Swedish Committee for Afghanistan, Kabul Management Office (hereinafter called “the SCA” invites you to submit your technical and financial proposal for consultancy services (hereinafter called “the Service”) SCA Strategic Plan 2022-2025 Process Facilitation as specified in the Request for Proposal and attachments hereto (hereinafter called “the RFP Documents”).

**RFP Instructions:**

1. You must submit your technical and financial proposal in separate file 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 **27<sup>th</sup> June 2020** :

Physical Add: Swedish Committee for Afghanistan  
Jalalabad Main Road, Paktia Kot  
PO Box 27027  
Kabul Afghanistan

Online submission: Email: [bids@sca.org.af](mailto:bids@sca.org.af)  
Sub.: **KMO – RFP- 2020-08**

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 to 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 dollars
  - d. Your quotation shall be valid for a period of 90 days past deadline for receipt of quotation
  - e. 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. Please address all your queries or questions in writing at the address given below and kindly refrain from any telephone calls or personal visits.

Procurement Head

Swedish Committee for Afghanistan, Kabul Management Office

Email: [bids@sca.org.af](mailto: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 Business license.
2. Bank Account in the name of the company.

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

# SCA Strategic Plan 2022-25 Process Facilitation ToR

June 06-2020

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## About SCA

SCA is a membership-based organization with approximately 3,100 members in 10 chapters around Sweden. The mission of SCA is to empower individuals, communities and local organizations, primarily in rural areas and with particular focus on women, girls, boys and vulnerable groups such as people with disabilities, so that they may participate fully in society and influence their own development. During the last 10 years, SCA has undertaken a change process moving from a primarily humanitarian service delivery approach towards more of a developmental role, putting increasing emphasis on capacity development, rights-based programming, and outcome orientation.

SCA's Secretary General Secretariat is based in Stockholm Management Office (SMO) situated in Stockholm, Sweden, while SCA's Secretary General who divide his time between the offices (SMO and KMO) has the overall responsibility to carry out the decisions made by SCA board and is the overall director of staff. SCA has over 5,500 Afghan employees implementing programmes in 14 (of 34) provinces of Afghanistan. The Kabul Management Office (KMO) is the Afghan headquarters with three departments and six units and is led by a Country Director. SCA also has eight field-/project offices divided into its five Regional Management Offices (RMO) in Mazar-E Sharif; Taloqan; Wardak; Jalalabad; and Ghazni and three Liaison Offices in Kunduz, Aibak and Mehtarlam.

## Background Information and Rational

SCA has been developing and operationalizing four-year strategic plans over the past decade. The strategic plans, representing SCA's endorsed policy paper entail SCA vision, mission, core values, development approaches, primarily SCA's Rights-Based Approach (RBA) to development and Results-Based Management (RBM), and strategic means including service delivery, capacity development, and advocacy considered as the key guiding principles to designing SCA's strategic planning processes. With SG Secretariat, SCA Board in based in Stockholm/Sweden mandated to have the overarching responsibility and authority to oversight and endorse the strategic plans developed by the organization.

SCA implements the strategic plans through its four programmatic units (Health, Education, Disability, and Rural Development) backed by its cross-cutting units<sup>1</sup>, method and coordination units<sup>2</sup>, and support units/departments<sup>3</sup> in Afghanistan and Sweden. The technical units at SMO, primarily the Aid Coordination

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<sup>1</sup> The cross-cutting units include Human Rights and Gender (HRG), Civil Society and Capacity Development (CCU), and Advocacy working to ensure the human rights and gender of SCA target groups, capacity development of SCA partner organizations and local government authorities, and local and sub-national level advocacy interventions of the organization have been considered and mainstreamed in both planning and implementations.

<sup>2</sup> The method and coordination units comprise Planning, Monitoring, Evaluation and Reporting Unit (PMERU), Security Advisory Unit (SAU), Internal Audit Unit (IAU), and Communications Units (COMA) and are mandated to provide the organization with methodologies on planning, reporting, fundraising, grants management, communications, and controlling.

<sup>3</sup> The support units/departments entail SCA's Finance and Administration Units at KMO and RMOs, and the Finance and Administration Unit (FIA) at SMO, delivering financial, administration, human resource, procurement, logistic, and ICT management services to the organization.

Unit (ACU), Policy and Advocacy, and Communication Unit (COMS) working to advocate for the rights of people in Afghanistan, raise fund for the SCA interventions, and communicate SCA activities, achievements, and engagement in Afghanistan.

SCA's current strategic plan 2018-21 includes five strategic objectives (SOs) supported by 18 outcomes designed in light of the guiding principles and summarized in SCA's results framework. SOs 1-3 are led and delivered by the programme units, SO-4 by Advocacy Unit and Communications Units at KMO and SMO, and SO-5 by both the cross-cutting and support units at KMO, SMO, and RMOs. The SOs and corresponding outcomes are translated into annual work plan and budget that form basis to the SP implementation and reporting on annual basis. The programmes and the units maintain synergies towards achieving the stated SOs and outcomes, representing SCA's working approach.

SCA envisages embarking on developing its next strategic plan for the implementing period 2022-25. To establish a well-elaborated foundation for the effective development of the strategic plan (SP), SCA is in the process of conducting a Mid-Term Review (MTR) of the current SP (2018-21). In addition, the Efficiency Audit of the organization systems supported by SIDA, Meta-Evaluation (2014-2019), Gender Audit, SCA Policy review, Donor Environment mapping are among the other internal high-level discussions and brainstorming sessions on the next SP process.

- **Mid-Term Review of SP 2018-21:** MTR reviews change (s) in the context, identifies shortcomings in relation to the RBM application coupled with progress toward achieving the set results, and put in place constructive recommendations effective to streamlining the existing initiative over the remaining strategic period.
- **Meta-evaluation:** Considering that SCA's next SP development process will be based on and informed by the lessons learnt and recommendations from the evaluations of the interventions delivered by SCA programmes/projects, SCA has projected a Meta-evaluation aiming at summarising key findings and recommendations from the evaluations undertaken over past several years. That will form basis to revising/improving the existing as well as SCA's future initiatives.
- **Sida Efficiency Audit:** Sida, being the framework donor for the organisation, conducted an efficiency audit of all SCA offices in Afghanistan and Sweden. The audit predominantly aims at assessing the reliability and relevance of SCA systems for operational and financial management, its compliance with Sida's terms and conditions as stipulated in the agreements between Sida and the SCA in relation to assessing, capacitating, funding, and monitoring its partner organisations.
- **Gender Audit:** SCA invest significant resources in ensuring Gender and Diversity is ensured through its core values, programme approach and internal organizational policies and systems. This audit will consider gender values, women staff development in terms of gender equality, more female staff recruitments in SCA, SCA Board concerns of women promotion, SCA non-discrimination policy, Ethnic balances in staffing etc. what are the baseline factors that need to be identified, and proposed approaches we should improve our internal systems and policies.
- **SCA SP Policy review:** In 2011, participatory approach took place for development of the current SCA policy. There is need to be re-visit and reinterpret some of the sections in the SCA policy as a pre-requisite to the next SP process. This will be a commentary exercise. SCA will conduct the re-interpretation exercise in light of considering the social, economic, political and environmental challenges, right based approach, poverty and so on will be revisited.

The reports from the MTR, Meta evaluation, Sida efficiency audit, gender audit, and SP policy review are documents, guiding the operational/technical aspects of SCA next SP. The SP 2022-25 process development and implementation will, therefore, be informed by the findings and recommendations from the reports and SCA Board directions.

## Purpose

The purpose of this ToR is to seek the recruitment of an experienced and well-equipped consultancy firm to facilitate the next SP 2022-25 process by fulfilling the following assignments:

- Primarily, review the stated documents, and review and improve the SP 2022-25 process outline and directives, and other complementary tools (templates, formats etc.).
- Lead and facilitate the SP development process in-line with the improved SP process outline/directives and milestones/deliverables demonstrated in this ToR.
- Deliver final product for the process (SCA SP 2022-25) to the organisation and submit SP process implementation report to SCA senior management.

## Deliverables and Timeframe

The deliverables the consultant is expected to deliver will mainly build on the final deliverables described in the SP 2022-25-process outline. Most importantly, the pandemic COVID 19 has influenced the design and potentially may affect the implementation of the next SP process, given the current situation should escalate and worsen globally and in Afghanistan.

To this end, SCA has projected [Plan A] where the process will ideally be implemented in the absence of COVID 19 situation given that the situation goes back to normal by the time we enter stage two of the SP process. The [Plan B] explaining the alternative approach and strategies to be adopted to realize the various SP process stages – should the COVID 19 situation escalate and worsen by the time we reach stage two of the SP process. The deliverables and timeline generated as a result of [Plans A and B] will be dependent on the approaches/strategies as determined by the approved SP process outline.

There are eight stages in the SP process outline with specific deliverables to be produced within the estimated timeframe indicated in the table below. Stage one focuses on preparatory works to be undertaken internally before the actual process commences, while stage eight concentrates on communication of the endorsed SP 2022-25 internally within the organization and externally to SCA stakeholders and target groups and provinces. The deliverables anticipated for stage one and stage eight, therefore, will not be part of this ToR. The table below summarizes the deliverables expected from the consultant given stages two to seven as outlined in the SP 2022-25-process document:

Summary of Stages and Deliverables		
Stages and Steps	Deliverable	Timeframe
<b>Stage Two: Situation Analysis/Target Group Consultation – Total Working Days: 25</b>		
Step 01: Context Analysis (PESTLE)	Context Analysis (PESTEL) Report	Aug-Sep 2020
Step 02: Network and Stakeholder Analysis and Consultation	Network and Stakeholder Analysis and Consultation Report	Aug-Dec 2020
Step 03: Target Group Consultation for Strategic Planning	Target Group Consultation for Strategic Planning Report	Aug-Dec 2020
<b>Stage Three: Organizational Functioning – Total Working Days: 20</b>		
Step 01: Assessment of SCA Function, Capacity, Performance and Result	Organizational Assessment Report	Jan-Feb 2021
Step 02: Setting/Ranking SCA Maturity Index		Feb-Mar 2020
<b>Stage Four: Re-Formulation of Current Development Goals, SOs and Outcomes – Total Working Days: 15</b>		
Step 01: SP Workshop (Summary of Stages 1-3)	Stages 1-3 Summary and SWOT Analysis Report	Apr 2021
Step 02: Theory of Change (Specific Assumptions, Outcomes and Pathways of Change)	Report on SCA Theory of Change	May 2021

<b>Summary of Stages and Deliverables</b>		
<b>Stages and Steps</b>	<b>Deliverable</b>	<b>Timeframe</b>
Step 03: Re- formulation of SCA Development Goals, SOs and Outcomes	Report on Re- formulation of SCA Development Goals, SOs and Outcomes	May-Jun 2021
Step 04: Organization Capacity Development Plan (SO-5)	Organization Capacity Development Plan for SO-5 Report on SO-5 Prioritization and Implementation	Apr-May 2021
<b>Stage Five: Development of SCA Results Framework for SP Period 2022-25 – Total Working Days: 15</b>		
Step 01: Development of Result-Framework	Result Framework for SP 2022-25	Jun 2021
Step 02: External and Internal Risk Analysis on SO Level (Psychosocial, Organizational and Fundraising)	Risk Analysis and Mitigation Matrix	Jun-Jul 2021
Step 03: SP Resource Mobilization Plan/Programme Concept Notes	Resource Mobilization Plan for Next Strategic Period	Jul 2020
<b>Stage 06: Preparation and Review of the Strategic Planning Document – Total Working Days: 10</b>		
Step 01: First Draft SP 2022-25 Development	First Draft SP 2022-25	Jul-Aug 2021
Step 02: Second Draft SP 2022-25 Development	Second Draft SP 2022-25	Aug 2021
Step 03: Final Draft SP 2022-25 Development	Final Draft SP 2022-25	Aug 2021

## **Methodology**

SCA, as stated under background information and rationale, and purpose, has put in place a number of pre-requisite requirements as part of stage one of the SP process, aiming at establishing a solid foundation for the consultancy firm to facilitate the SP process effectively. In this stage, key groups/teams from across the organization will be engaged at the different stages of the process. ToR (two-three pages maximum) summarizing the roles and responsibilities for the groups/teams will be drafted and communicated to the groups/teams through an orientation session – in case of [Plan A] or via Skype if the [Plan B] scenario prevails during May/June 2020. In stage one, SCA will have already undergone a number of assessments, evaluations and audit studies prior to embarking on developing tools and templates for the subsequent stages of the SP 2022-25 process. The SP directive will be finalized during stage one, which will be used as the main tool illustrating and describing the SP process entirely.

## **Stage Two: Situation Analysis/Target Group Consultation**

**Step 01: Context Analysis (PESTLE):** The consultancy firm will present a guide/approach on PESTLE analysis as part of its inception report. However, the firm will based on SCA experience deliver participatory PESTLE analysis workshops with units at KMO and SMO, hold Key Informant Interviews (KIIs) with concerned ministries and other key SCA stakeholders, and carry out a desk study of relevant documents, including laws, national and provincial level policies, strategies and sector/programme plans, and external and internal evaluations. At the end of the exercise, the firm will provide SCA with PESTLE analysis report.

**Step 02: Network and Stakeholder Analysis and Consultation:** Primarily, the consultancy firm will come up with tools, including guidelines, questionnaire, reporting template etc. to carry out the network and stakeholder analysis and consultation with. The firm in support from the concerned groups/teams orient the involved units at KMO, SMO and RMOs to the tools, and lead on facilitating the analysis in these offices and consultations with key SCA stakeholders. The firm will provide SCA with network and stakeholder analysis and consultation report.

**Step 03: Target Group Consultation for Strategic Planning:** The consultancy firm will initially present tools (guidelines, questionnaire, reporting template etc.) on: I) target group consultations delivered at RMOs,

and II) SCA member consultations held in Sweden. The firm will orient the concerned units at KMO, RMOs and SMO to the tools, and lead on the target group, and member consultations in respected offices. The firm will compile individual reports from the consultations and produce the final target group and member consultation report.

### **Stage Three: Organizational Review – Functions, Capacity, Performance, and Results**

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Step 01: Setting/Ranking SCA Maturity Index: Notwithstanding that the firm will present its approach on organizational review as part of its inception report, the firm will built on SCA experience undertake a desk review of key relevant documents, hold interviews with all concerned units including finance, HR, administration, logistics and procurement at KMO and SMO, and document findings accordingly. The review should be focused on assessing SCA’s functions, capacity, performance, and results. The firm will in-line with the findings draft a report on SCA maturity index, and facilitate a participatory workshop to conclude the maturity index. Importantly, the SP 2022-25 should be informed by the shortcomings identified in the review stage, and recommendations put forward by the maturity index report.

### **Stage Four: Re-Formulation of Current Development Goals, SOs and Outcomes**

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Step 01: SP Workshop (Summary of Stages 1-3): The consultancy firm will develop and facilitate a presentation, summarizing stages 1-3 through a one-day workshop held at KMO, representing participants from SMO and RMOs where SCA’s vision, mission, and core values will also be reviewed. Besides, the firm will deliver a one-day workshop on SWOT and problem analysis including an analysis of the existing and potential future donor landscapes, identification of priorities, and funding for the identified priorities. At the end of the exercise, the firm will provide SCA with SWOT analysis report.

Step 02: SCA Theory of Change (Specific Assumptions, Outcomes and Pathways of Change): The consultancy firm will provide its approach on theory of change as part of its inception report. Nonetheless, SCA base on its experience and expertise will ask the firm to review SCA’s current theory of change, hold consultations with concerned units on development goals, SOs, outcomes and corresponding strategies. Based on findings from the review and consultation, the firm will deliver a theory of change workshop at KMO with participation from SMO and RMOs to conclude SCA’s theory of change for its next SP period, and provide SCA with theory of change report.

Step 03: Re-formulation of SCA Development Goals, SOs and Outcomes: The consultancy firm will review the development goals stated in SCA’s policy paper and the development goals outlined in SCA SP 2018-21 and their relationship with SOs. In collaboration with the concerned units, the firm will lead on drafting SOs and outcomes with corresponding strategies for the next SP period. Subsequently, the firm will facilitate a one-day workshop on SCA development goals adjustment/revision, and finalization of the draft results (SOs and outcomes) with corresponding strategies at KMO. The firm will provide SCA with a report on re-formulation of SCA Development Goals and results.

Step 04: Organization Capacity Development Plan (SO-5): The consultancy firm will carry out a desk study of relevant documents, including reports from MTR, Sida efficiency audit, Meta-evaluation, Gender Audit, and Internal Control etc. and hold individual meetings with the concerned units. The firm in collaboration with the concerned units/departments will facilitate a workshop where the firm will present findings from the reviews and discussions and provide SCA with a comprehensive organization Capacity Development Plan (SO-5).

### **Stage Five: Development of SCA Results Framework for SP Period 2022-25**

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Step 01: Development of Result-Framework: To develop SCA result-framework for its SP 2022-25 period, the consultancy firm will primarily hold consultations all concerned units at KMO and SMO to craft the structure and contents of result-framework. Next, the firm will populate the result-framework with the SOs, outcomes, and indicators finalized as part of steps one and two of this stage. Afterward, the firm will deliver

a one-day workshop to finalize the result-framework. The firm, as part of the deliverables from the ToR, will provide SCA with result-framework development process report.

**Step 02: External and Internal Risk Analysis:** SCA possesses risks analysis and mitigation matrix, presenting risks with mitigating strategies at the operational level. SCA intends to put in place a risk mitigation matrix at the SO level. To this end, the consultancy firm in close coordination with concerned units will develop tools (guideline, matrix etc.), hold interviews with units involved in the analysis, and deliver a one/half-day workshop to finalize the matrix.

**Step 03: SP Resource Mobilization Plan/Programme Concept Notes:** The consultancy firm will undertake a desk study of the existing documents, including SCA funding strategy, resource mobilization plan, and the one-pagers developed for all the projects as part of the theory of change practice. The firm will in-line with the output from the desk study, and in collaboration with the concerned groups/teams lead on developing a comprehensive resource mobilization plan for the next SP period.

## **Stage Six: Preparation and Review of the Strategic Planning Document**

**Step 01: First Draft SP:** The consultancy firm will populate the contents embedded in the SP 2022-25 planning template with the results from stages two-six to produce the first draft SP 2022-25. The consultant will circulate the first draft of the SP document to first review team for review and feedback. The feedback from the first review team will be complied and incorporated by the firm to put in place the second draft version of the SP.

**Step 02: Second Draft SP:** The second draft of the SP document will be circulated to second SP review team for review and feedback. The feedback will be reviewed, incorporated and compiled by the firm to produce the final draft SP.

**Step 03: Final Draft SP:** The firm will circulate the final draft SP document to final SP review team, and incorporate any feedback from the review team to finalize the SP document that will be submitted to SG. SG will submit the final version of the SP 2022-25 document to SCA Board for approval and endorsement.

### **Summary of SP Process Facilitation in [Plan B] Situation**

In [Plan B] situation, the consultancy firm will avoid holding physical meetings, interviews, workshops etc. and communications and coordination will be adopted through online means of communications as summarized below:

**Stage Two:** The consultancy firm in collaboration with the concerned units at KMO, RMOs and SMO will lead on conducting an internal network analysis exercise and hold online interviews with key SCA stakeholders, as well as carry out a desk study of relevant documents to generate a network and stakeholder consultation report. To document consultations with SCA target group, the firm will facilitate consultation workshops with SCA staff and CBOs, considering the required social distance into account. The firm will review and extract, to the extent possible, findings and analysis from the PESTLE analysis held by the MTR. Besides, the firm will conduct a desk study of the latest PESTLE analysis accomplished by World Bank and other key actors in the region, and hold KIIs with the concerned sector entities to produce the required PESTLE analysis report.

**Stage Three:** The consultancy firm will hold online consultation with relevant units to administer the maturity index tool, and carry out an inclusive desk study of the existing reports, including Meta-evaluation, Gender Audit, MTR of current SP, Sida Efficiency Audit, and Organization Functioning report on current SP 2018-21, macro/ relevant annual donor reports, to produce the stated deliverables. Online workshops will be conducted on maturity index tool (to determine organization strengths and weakness) and to document our outcomes and impact.

**Stage Four:** Step one to four will be done through series of online workshops for SP framework, theory of change, prioritization of Development Goals, So, Corresponding outcomes and Strategies, organization capacity development plan. The firm will accomplish a desk study of SCA's current theory of change and hold online meetings/interviews with programmes on each single SOs, outcomes and corresponding strategies. Based on findings from the desk study and interviews, the firm will produce and provide SCA



### Summary of SP Process Facilitation in [Plan B] Situation

with a theory of change report. Besides, the firm will review the existing development goals, lead on drafting SOs and outcomes, and facilitate a one-day workshop to finalize SCA development goals, SOs, outcomes and corresponding strategies for SCA next SP period at KMO – the process report will provide accordingly.

**Stage Five:** The firm will hold online consultation sessions with the concerned units/departments at KMO, RMOs, and SMO. Results from the consultation sessions should result in producing SCA result-framework (clear milestones for each SO) for its up-coming SP period, risk mitigation matrix at the SO level, and resource mobilisation plan the SP period.

**Stage Six:** The consultancy firm will coordinate and facilitate online review sessions for the first, second, and final draft of the SP – no physical sessions will be entertained.

## Roles and Responsibilities

### SCA

- SCA is contracting agency for its SP 2022-25 development process facilitation. SCA Country Director-Afghanistan (with support from the SCA relevant units/staff), will provide the following support and undertake the following roles and responsibilities to the consultant:
- Guide the consultancy firm through its steering group consisting of the Secretary General, Country Director-Afghanistan and Country Director-Sweden.
- Introduce all the concerned groups/teams at KMO, RMOs and SMO to support the firm operationally with regards to access to documents and data, and in organizing interviews, workshops, travel and security arrangements.
- Process consultancy fees as per the agreement – payment will be deposited into the give bank account of the consultancy firm.
- Provide any other costs associated with the study such as, flight tickets, travel on land, visas, food and accommodation during stay in Afghanistan and Sweden.
- Provide necessary security updates and guidance during the stay in Afghanistan.

### The Consultant

- Submits inception report, facilitation/data collection plan for SP 2022/25
- Lead and facilitate the SP development process in-line with the improved SP process outline/directives and millstones/deliverables demonstrated in this ToR.
- Leads majority of the assignments outlined under stages two-six.
- Lead facilitator for workshops, meetings and other events and provides minutes on each as required.
- Develops and provides reports on the above-stated stages, and updates management on the progress made towards the SP development on regular basis.
- Lead quality assurance of all the SP 2022-25 steps in coordination with SP Coordinator and PMERU.
- Leads the SP review process, communicates feedback provided by the review group/team to the concerned units.
- Compiles/produces draft versions of the SP 2022-25 reports and communicates the drafts to the various review groups/teams.
- Produces final version of the SP 2022/25 report for submission to SCA SG.

## Professional Qualifications and Experience

The successful consultancy firms applying to undertake the assignment (SP 2022-25 Development Process Facilitation) should have the following experience, expertise, and resources:

- Design and implementation of network analysis, stakeholder and target group consultation in Afghanistan or any other country of similar context.
- Comprehensive experience and expertise in developing and rolling out of external context preferably PESTLE analysis, as well as SWOT analysis.
- Tremendous experience, expertise and resources in the design and application of theory of change exercises, particularly at the strategic plan level.
- Past experience in the development of result-framework (crafting strategic objectives, outcomes, corresponding strategies, and indicators) for strategic plan.
- Experience and expertise in the development and communication of risks analysis and mitigation plan, and resource mobilisation plan at the strategic plan level.
- Desirable experience in communication, coordination, scheduling and facilitating workshops, meetings and interviews, and quality report development.

## Technical Assessment of Application

SN	Description	Marks
<b>1.</b>	<b>Institutional Capacity and Technical Proposal</b>	<b>50%</b>
<b>A</b>	<b>Institutional capacity/credentials</b>	<b>Maximum 20 points</b>
a)	Company profile, relevant to the TOR	0-5
b)	Organizational Capacity to conduct the scope of work	0-5
c)	Organization's previous experience in facilitating similar strategic plans	0-5
d)	Technical capacity of the organization's technical team (CVs of the technical team lead and members to be attached)	0-5
<b>B</b>	<b>Technical proposal</b>	<b>Maximum 30 points</b>
a)	Completeness and comprehensiveness of the proposal	0-6
b)	Demonstration of understanding of the TOR	0-6
c)	Methodology/approach to the consultancy	0-6
d)	Detailed Implementation Plan indicating the start and end dates	0-6
e)	Demonstrated likelihood to complete the evaluation within the stipulated period	0-6
<b>2</b>	<b>Financial evaluation</b>	<b>30%</b>
SCA will add to all the price quotations. The lowest priced based on this will be given the maximum financial score of 30 points. The financial scores of other qualified quotations will be computed as follows: Financial score = 30 x Lowest price/price of relevant quotation.		
<b>3</b>	<b>Final Interview</b>	<b>20%</b>
The applications, which successfully passes the financial evaluation stage, will then be required to appear for an interview.		
<b>4</b>	<b>Award of contract</b>	
Award will be made to the organisation 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.		

## Submission of Proposal

Interested individuals or firms should send out their application to bids@sca.org.af latest by 27<sup>th</sup> June, 2020 indicating: Your Name followed by KMO – RFP- 2020-08 for example: Victor- Strategic plan SCA 2022-25 in the Subject line Include the following documents in your submission:

- Application letter and CV indicating your qualifications, experience relevant to the assignment and three work related referees. Firms to attach CVs of all people who will be involved in the SP.

- b) Individual/Company profile and registration
- c) Your understanding of the terms of reference
- d) Proposed methodology for conducting the SP with details on which methods will be used for which kind of target population
- e) Data Quality Control and Analysis Plan
- f) Financial Proposal detailing
  - Consultant(s) daily professional fees,
  - Any other costs associated with the evaluation (flight tickets, visas, per diems etc.)
- g) Copies of any previous Strategic plan conducted by the consultant or consulting company

## Guiding Principles

The consultants will have to abide by SCA code of conduct during this exercise. Utmost confidentiality will need to be guaranteed for the respondents throughout this exercise.

### Contractual Conditions

Contact Person:

Planning, Monitoring, Evaluation and Reporting Unit of SCA works to ensure the implementation of this TOR. Moushomi Choudhry, Head of PMERU, is the contact person for the consultancy services for facilitating relevant documents from the applicants.

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.

Payment terms:

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

Terms	Payment %	Time of Payment
<b>First</b>	30 %	will be paid after the approval of the inception report
<b>Second</b>	30 %	Will be paid after the SP work completion
<b>Third</b>	40%	will be paid at submission of the final SP document and report

**Currency:**

Invoice and payment will be in (USD).

**Transportation/Accommodation:**

SCA will provide accommodation and transportation as well as air tickets during the Consultancy within Afghanistan for field visits in Mazar, Jalalabad, Ghazni provinces. There will be no food during the assignment, but office space will be provided.

**Documentation**

SCA will provide relevant Granted Strategic planning relevant information and documents.

**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%

Final score = 0.7 x T + 0.3 x 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

**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- 2020 – 08; SCA Strategic Plan 2022-25 Process Facilitation

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 provide the SCA Strategic Plan 2022-25 Process Facilitation that conforms with your RFP.

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 3****CONSULTANCY COST/PRICE SHEET**

<b>Items</b>	<b>Unit</b>	<b>Qty</b>	<b>Price per unit (USD)</b>	<b>Sub-total (USD)</b>
Consultant's fees	Day			
Assistant	Day			
Additional cost				
Total				
Comments:				