



الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

REQUEST FOR PRICE QUOTATION (RFPQ)

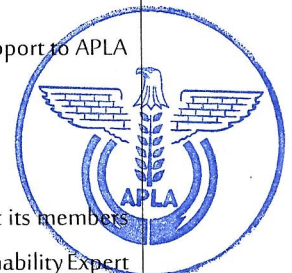
Services of an Individual Financial Sustainability Expert

REFERENCE CODE: APLA/GIZ-2022-01

Issue Date: 7 June 2022.

1. CONTACT PERSON AT APLA	
NAME:	Diana Jadallah
FUNCTION:	Financial and administrative Officer
ADDRESS:	2 nd floor, Safad Bld., 10 Jabra Al Anqar str., Al Masyoun, Ramallah, Palestine
TEL. & FAX.:	+972 2 2960712 & +972 2 2960713
E-MAIL:	d.jadallah@apla.ps

2. OBJECTIVE OF THE REQUEST
<p>APLA's background:</p> <p>The Association of Palestinian Local Authorities (APLA) founded in 1997, APLA is an independent organization mandated to represent and lobby for the collective interests of Local Government Units (LGUs) by supporting capacity building among local governments, facilitating exchange of knowledge and best practices, and serving as vehicle for dialogue between the central government and LGUs. APLA is a semi-governmental nonprofit association that forms a comprehensive framework, which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizen by defending their rights, and representing them on all levels nationally, regionally, and internationally.</p> <p>APLA is implementing the project (APLA's Multiannual Action Plan - MAAP 2021-2025). This project is largely financed by the European Union and has been designed to strengthen LGUs collaborations on service delivery and local participatory development, and improve contributions to territorial integration, particularly in Area C. Specific objectives of MAAP are aligned to APLA's strategic plan and aims to support the role of APLA as LGUs representative and dialogue partner with the Palestinian Authority, to support the role of the LGUs in the building process of future State of Palestine and to strengthen the institutional and operational capacities of APLA</p>
<p>Project Brief:</p> <p>The Local Governance Reform Program of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ-LGRPII) is a program that aims to enhance the local government unit's performance, through capacity development and introduction of new tools, solutions, and methodologies, or further developing the current ones, eventually this will enhance the service delivery at the LGUs. For this endeavor, LGRP continues to further support the implementation of the strategic plan and the organizational development measures for the Association of the Palestinian Local Authorities (APLA).</p> <p>Additionally, GIZ - Local Governance Reform Program (LGRPII) has been providing technical assistance and support to APLA throughout its different phases.</p>
<p>Context</p> <p>Within this context, APLA continues to strengthen its institutional and operational capacities, to better support its members (LGUs) to better serve the citizens. To this end, APLA is keen for contracting a qualified Individual Financial Sustainability Expert who has the needed experience and skills to design and develop a Financial Sustainability Plan (FSP) for APLA.</p>





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The Main Objective of The Assignment:

Under the guidance and supervision of APLA, and in full cooperation with APLA's Financial and Administrative Officer, APLA is seeking to get the services of an **Individual Financial Sustainability Expert** to design and develop a **Financial Sustainability Plan (FSP)** for APLA. This plan shall serve as a **guiding document for APLA's management to ensure more stable financial situations, to allow APLA to fulfil its duties.** This includes overseeing the objectives and goals of APLA's various projects and activities, description of the key phases of the strategic and sustainable financial planning process, strengths/weaknesses/opportunities/threats (SWOT) analysis, then coming up with a roadmap in order to sustain APLA's functions and strategic priorities, building a structure and clear guidelines describing the relationship of strategic management and program effectiveness, and the interrelationships between strategic planning and financial sustainability. The plan shall introduce various approaches to effective strategic planning related to the financial sustainability for APLA.

Main tasks and responsibilities are as attached in Term of Reference, Annex (1).

3. INSTRUCTIONS

RECEPTION OF PRICE OFFERS	DATE:	DEADLINE: 3:00 PM, Mon. 20 th June, 2022.
	PLACE:	2 nd floor, Safad Bld., 10 Jabra Al Anqar str., Al Masyoun, Ramallah, Palestine.
	DOCUMENTS AND ANNEXES TO BE SUBMITTED: <i>(FINANCIAL OFFER AND TECHNICAL REQUESTED DOCUMENTS HAVE TO BE SUBMITTED IN ONE SEALED ENVELOPE IN HAND TO APLA'S OFFICE AT THE INDICATED ADDRESS)</i>	1- ANNEX (1): Signed Term of Reference (ToR). 2- ANNEX (2): Financial Offer filled and signed. 3- Filled & Signed RFPQ (Sign all papers). 4- Expert CV highlighting a similar previous experience with other organizations.
VALIDITY PERIOD OF THE PRICE OFFER:		30 days after the submission date of the price offer.

4. TECHNICAL SPECIFICATIONS:

Selections and Awarding Criteria

The Expert has to submit the followings:

1. Personal CV highlighting the qualifications and relevant experience in similar assignments.
 - At least 10 years of proven practical experience in relevant field.

Awarding criteria

The selection of the Expert will be based on both Technical and financial evaluation:

- A. Technical Evaluation 60%
- B. Financial Evaluation 40%

The Expert has to take the following points in to consideration:





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1. Payments: The Expert will be remunerated according to the input justified by the time sheet given the total time/effort. Input does not exceed the total specified LOE in this TOR, and a filled payment request reflecting work days within the timesheet.
2. Payment: it will be only one payment for the total assignment upon the completion of the work in line with providing all supporting documents
3. The outputs of the assignment will be considered "deliverables" upon the approval of APLA
4. The maximum duration for the assignment is maximum 4 months, starting from 1st July 2022 up to 31st October 2022.
5. The estimated Level of Effort for the requested assignment is (12 Working Days)
6. One cost item is requested to be filled, the expert shall fill the price per Level of Effort - LOE (Working Days - WDs), and the total price for the whole WDs of the assignment.
7. Filled price offer should be in Shekel currency (ILS).
8. Income Tax for Individual Expert: Income sourced taxes will be deducted from the gross amount and forwarded to the tax authority according to the applicable laws. The gross amount shall be subject to any further deductions according to Palestinian Law and the Expert hereby irrevocably authorizes APLA to deduct any such taxes and remit same to the relevant authorities.

5. DELIVERY/ PERFORMANCE ADDRESS

ADDRESS:	2 nd floor, Safad Bld., 10 Jabra Al Anqar str., Al Masyoun, Ramallah, Palestine الطابق الثاني - بناية صفد - 10 شارع جبرا الانقر - المصيون - رام الله / فلسطين
CONTACT INFORMATION:	NAME: Lina Abu Obaid.
	FUNCTION: Administrative Assistant.
	TEL: 02-2960712.
	MOBILE PHONE: 0594398424.
	E- MAIL: info@apla.ps

6. PRICE OFFERS SUBMISSION DEADLINE

Deadline of submission of bids: 3:00 PM., Mon. 20th June, 2022

7. IDENTIFICATION OF THE EXPERT

Last name, first name (Signature)	
Telephone number and Fax number	
E- Mail address	
Account number of Payment PLEASE, attach full Bank Info for Shekel IBAN Number under the name of Expert as stated at the Bank:	





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Expert Declaration:

By submitting this Price Offer, The Expert declares renouncing his own (sales) conditions and commits to performing this order in accordance with the provisions of the specific requested purchase conditions attached within ToR and for the price offered.

Price quotations will be in Shekel.

In accordance with the specific conditions attached to this document, applicable law for this contract/ assignment is the Palestinian Law.

Certified true and sincere,
Signature of the Vendor

Date: / /2022.

FAO

Diana Jadallah

EXECUTIVE DIRECTOR

Abdallah Anati



Annex 1: TOR

Services of an Individual Financial Sustainability Expert

Reference Code: APLA/GIZ-2022-01

1. Background

The **Association of Palestinian Local Authorities (APLA)** founded in 1997, APLA is an independent organization mandated to represent and lobby for the collective interests of Local Government Units (LGUs) by supporting capacity building among local governments, facilitating exchange of knowledge and best practices, and serving as vehicle for dialogue between the central government and LGUs. APLA is a semi-governmental nonprofit association that forms a comprehensive framework, which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizen by defending their rights, and representing them on all levels nationally, regionally, and internationally.

APLA is implementing the project (APLA's Multiannual Action Plan - MAAP 2021-2025). This project is largely financed by the European Union and has been designed to strengthen LGUs collaborations on service delivery and local participatory development, and improve contributions to territorial integration, particularly in Area C. Specific objectives of MAAP are aligned to APLA's strategic plan and aims to support the role of APLA as LGUs representative and dialogue partner with the Palestinian Authority, to support the role of the LGUs in the building process of future State of Palestine and to strengthen the institutional and operational capacities of APLA

The Local Governance Reform Program of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ-LGRPII) is a program that aims to enhance the local government unit's performance, through capacity development and introduction of new tools, solutions, and methodologies, or further developing the current ones, eventually this will enhance the service delivery at the LGUs. For this endeavor, LGRP continues to further support the implementation of the strategic plan and the organizational development measures for the Association of the Palestinian Local Authorities (APLA).

Within this context, APLA has initiated a process which aims to strengthen the institutional and operational capacities of APLA, where APLA is supporting its members (LGUs) to better serve the citizens, through various means including public relations and awareness raising activities. Additionally, GIZ - Local Governance Reform Program (LGRPII) has been providing technical assistance and support to APLA throughout its different phases.

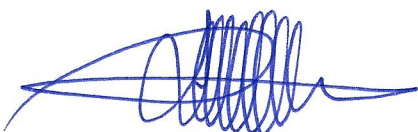
To this end, APLA is keen for contracting a qualified Individual Financial Sustainability Expert who has the needed experience and skills to design and establish a **Financial Sustainability Plan (FSP)** for APLA.

2. Main Objectives of the assignment:

To design and establish a **Financial Sustainability Plan (FSP)** for the Association of Palestinian Local Authorities – APLA, analyzing strengths, weaknesses, opportunities, threats, asset-mapping process, and explains the relationship between mapping and financial sustainability. The Plan shall provide clear road map for APLA's leadership to ensure APLA's financial sustainability.

Aim of this assignment:

1. Mapping a strategy that will help APLA in identifying obvious and hidden resources and mobilize them to connect for needs and best outcomes.
2. Generating funding from new sources and creating additional paths toward financial sustainability.
3. Design a roadmap in order to sustain APLA's functions and strategic priorities.





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4. Highlighting the key governance structures and perspectives in semi- governmental and nonprofit organizations, to explore conceptual and theoretical frameworks that explain governance in semi- governmental & nonprofit organizations in the context of financial sustainability.
5. Enhance and details the legal roles of the association committees of APLA in the governance and financial sustainability of a semi- governmental non-profit organization.
6. Defines the term of "Operating Budget", describe the process of developing the budget and presents the relationship between the budget and financial sustainability, leading to a successful and sustainable budget operations.
7. Set guidelines for developing the process of APLA's outsourcing and managing its main revenues, and the financial relation between APLA and LGUs, highlighting the best practice for collecting the annual fees, towards a sustain revenues.
8. Presents the mechanisms of a risk management, various types of risks related to management of semi- governmental organizations, introducing the theories and practices of integrated risk management in relation to its contributions to the financial sustainability.
9. Raise awareness on key challenges and opportunities affecting long-term development and quality of work.

3. Language:

All deliverables (Financial Sustainability Plan) should be submitted in two languages: **Arabic and English.**

4. Timeframe

APLA shall hire the Expert to develop the financial sustainability plan as requested within a period of maximum 4 months starting from 1st July 2022 up to 31st October 2022.

5. Deliverables

Task No.	Task Description	Deliverables	Due Date
Task One	Desk review, meetings with APLA staff, understanding of the assignment and timeframe, submission of an FSP contents and demonstrating methodology.	Inception Report including: - FSP contents. - Analysis and roadmap guidelines.	31 st July, 2022
Task Two	Drafting and presenting the 1 st draft of the FSP document, to be discussed with APLA's team and/or with stakeholder's and get feedback.	1st Draft of the Financial Sustainability Plan.	31 st Sep, 2022
Task Three	Delivery of the final version of the FSP in two languages Arabic and English.	Final FSP document (in two languages -Arabic and English).	31 st Oct, 2022



6. Level of Effort (LOE):

Task	LOE (Working Days WD)
Task1	2
Task2	8
Task3	2
TOTAL (WDs)	12

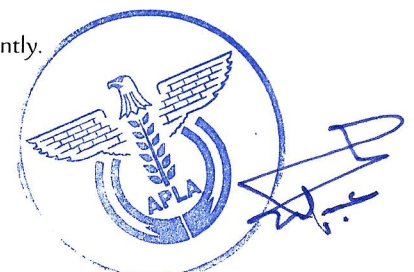
7. Scope of Services:

- a. Addresses funding needs of the association.
- b. Executive summary of the Milestones for the sustainability plan:
 - Conduct a sustainability assessment/ analysis.
 - Establish sustainability goals.
 - Develop the sustainability plan.
 - Design policies and measures for long term.
 - Evaluate progress and report results.
- c. Set guidelines for developing the process of APLA's outsourcing and managing its main revenues, and design the financial relation between APLA and LGUs, highlighting the best practice for collecting the annual fees, towards a sustain revenues.
- d. Design the roadmap for sustain APLA's functions and strategic priorities.
- e. A metrics to measures implementation success.
- f. Develop smart financial management tools to enhance APLA for a financial sustainability strategy.
- g. Interim / Strategic Analysis Report, and a gap analysis of the financial sustainability needs of APLA and overall financial sustainability needs
- h. Suggested approach to crisis financial sustainability (incl. reputational risk assessment and critical issues.)
- i. Risks mitigation plan: Suggested measures and approaches.
- j. Monitoring & Evaluation plan

8. Minimum Qualifications of the Expert:

The Expert should have the following minimum requirements:

- Possess at least master's degree in either Finance, Economic and accounting, management or related fields.
- Have a minimum of Ten (10) years' experience in similar assignments.
- Have excellent written and spoken knowledge of English and Arabic languages.
- Be results-oriented, creative, confident, and proactive who is able to work independently.
- Have strong organizational, analytical, and planning skills.
- Have competencies in use of computer and internet / information software.
- Have good knowledge of the governance and risk management.






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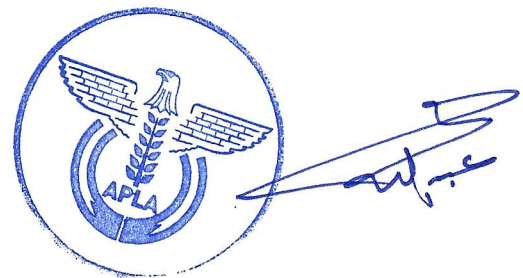
- Be experienced in working with Palestinian governments, donors, civil society and semi- governmental organizations.
- Able to team up or involve professionals in the field and tap on their experiences, and.
- Follow through initiatives and meet deadlines.

9. Other Terms / Conditions (Please, Read Carefully)

- Remuneration: The Expert will be remunerated due to LOE (WDs) and according to the input justified by the time sheet given the total time/effort. Input does not exceed the total specified LOE in this TORs.
- Payment: it will be only one payment for the total assignment upon the completion of the work in line with providing all supporting documents
- The outputs of the assignment will be considered “deliverables” upon the approval of APLA
- There will be NO extra compensation for any extra efforts than the demanded ones.
- The Expert should submit Annex 2 of this document (filled and signed) in the sealed offer envelope with the bidding documents.
- The ‘outputs’ of the assignment will be considered as “deliverables” upon the approval by APLA.
- The Expert shall ensure close cooperation and coordination with APLA
- Any other costs required in implementing the assignment is the responsibility of the winning expert.
- All submitted documents should be signed by the applicant.

10. Documents to be submitted (One envelope):

- 1- ANNEX (1): Signed Term of Reference (ToR).
- 2- ANNEX (2): Financial Offer.
- 3- Filled & Signed RFPQ (Sign all papers).
- 4- Expert CV including experiences.





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ANNEX 2: FINANCIAL OFFER

“Please note to fill the unit price, total price and total in words for each requested item”:

Description/ Activity	Unit	Quantity	Unit Price In ILS (Per WD)	Total Price in ILS (for 12 WDs)
Efforts of the Expert to design and establish APLA's Financial Sustainability Plan (FSP).	WD	12		
Total amount in letters for item (1):				
GRAND TOTAL (Shekel) in Numbers				
GRAND TOTAL (Shekel) in Words				

Signature of the Vendor

Date: / /2022.

