

Section 1.

Letter of Invitation

Ref. No.: UNDP/AFG/CFP/2020/0000005312

Subject: Conflict Mapping at the District Level and MoU operationalization in Afghanistan

Dear Sir / Madam:

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Call for Proposal (CFP) for the above-referenced subject.

This CFP includes the following documents:

Section 1: This Letter of Invitation
Section 2: Call for Proposal (CFP)
Section 3: Terms of Reference
Section 4: Proposal Submission Template
Section 5: Declaration of Impartiality and Confidentiality

- Annex-1: UNDP General Terms and Conditions for Professional
- Annex-2: Instruction Manual for E-Tendering
- Annex-3: E-Tendering FAQ

Call for Proposal (CFP) from qualified CSOs/NGOs for Engagement Grants for potential partnership with UNDP LOGO Project in Afghanistan, should be submitted to UNDP Afghanistan in accordance with the Section-2 (CFP) through the **“UNDP ATLAS E-tendering system”** (<https://etendering.partneragencies.org>).

The step by step instructions for registration of CSOs/NGOs and submission of Proposal through the UNDP ATLAS E-tendering system is available in the **“Instructions Manual**, attached with this Invitation Letter as section-7 and 8. Should you require any training on the UNDP ATLAS E-tendering system or face with any difficulties when registering your company or submitting your proposal, please send an email to the E-tendering helpdesk at procurement.af@undp.org or call +93728999757 during office hours to request for help.

The proposers are advised to use Internet Explorer (Version 10 or above) to avoid any compatibility issues with the e-tendering system.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

United Nation Development Programme

Country Office for Afghanistan

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. **In the event that** you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>



UNDP encourages every prospective bidder to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this CFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

No hard copy or email submissions shall be accepted by UNDP.

Also, please remember the following dates:

Pre-Proposal Meeting date: 13th February 2020, 2:00 PM Kabul Time

Proposal submission deadline: Please refer to E-Tendering system

Kindly go through this invitation letter and other documents attached here to this CFP. Should you have any questions or require any clarification, please feel free to email your questions/clarifications to the procurement officer at procurement.af@undp.org or call at phone number: +93728999757. The subject of the email should be CFP Ref. No. UNDP/AFG/CFP/2020/0000005312

UNDP looks forward to receiving your proposal and thanks you in advance for your interest in UNDP procurement opportunities.

Sincerely yours,

Head of SCMO

6 February 2020

Section-2:

Call for Proposal from prequalified CSOs/NGOs

Ref. No.: UNDP/AFG/CFP/2020/0000005312
Subject: Conflict Mapping at the District Level and MoU operationalization in Afghanistan
Project: UNDP LOGO Project

a. Background Information and Rationale, Project Description

UNDP Afghanistan

UNDP supports stabilization, state-building, governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations System, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. Over the years UNDP support has spanned such milestone efforts as the adoption of the Constitution, Presidential, Parliamentary and Provincial Council elections, institutional development through capacity building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels.

UNDP has played a key role in democratization and support to governance reform in Afghanistan. UNDP programmes in Afghanistan have benefited from the very active support of donors. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan and the UN system as a whole to maximize the impact of its development efforts on the ground.

Local Governance Project- Afghanistan (LoGo)

Local Governance Project-Afghanistan (LoGo) is building upon the lessons from UNDP's Afghanistan Sub-National Governance Programme (ASGP). Through LoGo project, the Independent Directorate of Local Governance (IDLG) and UNDP will jointly address the top three priorities of IDLG which are: 1) service delivery; 2) accountability; and 3) clear functions and mandates. The project builds on a new theory of change aimed at improving service delivery by enhancing the accountability and transparency of the local governments to the women and men of Afghanistan and building the capacity of the local governments to plan, budget and monitor service delivery effectively with the ultimate aim of increasing the legitimacy of the government and the trust between the state and society.

The Government of the Islamic Republic of Afghanistan (GIROA), with UNDP support, focuses on the following areas:

- 1) Subnational state institutions, (Provincial Governor Offices, District Governor Offices, Provincial Sector and Technical Services department, Provincial Council, Provincial Development Committees, Moustafiats, Department of Economy), enhance their capacities in outreach, planning, monitoring and budgeting for accountable and transparent service delivery.
- 2) Municipalities deliver services in a more accountable and participatory manner
- 3) Accountability of local governance enhanced through civil society oversight organizations/groups
- 4) Central level government institutions develop and implement policy guidelines which improve local government accountability and service delivery.

United Nation Development Programme

Country Office for Afghanistan

The project works with the relevant government ministries that cover subnational planning and budgeting, monitoring and evaluation and representative bodies as well as the civil society. These include the Independent Directorate of Local Governance (IDLG), the Ministry of Economy (MoEc), and the Ministry of Finance (MoF) and ensuring complementarity with the other programmes, especially USAID, GIZ, UN Habitat and the World Bank.

Background

The Roadmap on Sub-National Governance (the Roadmap) which was adopted in May 2018, sets a broader framework for gradual devolution of competencies to the local governance levels. It also paves a way towards further enhancement of the mandates of the Provincial Governors Offices (PGOs) and the Districts Governor Offices (DGOs) in the field of service delivery and the Provincial Councils in their oversight role.

The Presidential Decree on Improvement of Governance at the District Level adopted in April 2019, sets additional framework for further empowering the District level of governance by giving clear policy instructions to IDLG, the Supreme Court and the Ministry of Justice to develop a concept on civil conflict resolution through the Jirgas. The civil conflict resolution should be presented to the High Council of Rule of Law and Anti-Corruption for review.

Currently, the Provincial Governors Offices (PGOs), the District Governors Offices (DGOs) and the Provincial Councils (PCs) are involved in conflict resolution with citizens which is not part of their core mandate. According to a survey conducted by the LoGo project in 2019, in some provinces and districts more than 50% of their working time is spent in engaging in conflict resolution. The survey indicated that these conflicts are normally around disputes over water, land, inheritance and breakdown of law.

In Afghanistan, the so-called traditional conflict resolution (jyrga and shura) seem to be an effective way of resolution of the community level conflicts though it is questionable to what extent they contribute towards strengthening the trust and the connection between the communities and the local level authorities.

Currently, the formal conflict resolution is carried out by the provincial and district judicial branches but the issue is that they are not always available, fair, fast, impartial and inclusive across the country. Thus, in most of the provinces and districts majority of the disputes are being resolved within the communities, partially based on the Sharia Law, as this way has been perceived to be faster, cheaper and relatively transparent compared to the ones handled by the governmental justice departments

Other studies of subnational governance indicate that PCs sometimes spend more than half of their meeting time on conflict resolution issues. Some use a blend of traditional mediation processes and formal justice system services to address and ratify the results of conflict resolution cases. PCs have not developed referral processes¹ to transfer time-consuming mediation cases to other parts of the government – such as referring family violence issues to social services offered by NGOs or Ministry of Women Affairs, for example.

There are very few female staff in the formal system, which makes it quite difficult, particularly for women in rural areas, to bring their concerns or their disputes to the courts or even to the police, given the conservative culture in those areas. Similarly, through the informal system women also have limited opportunity as they have to rely on a male guardian such as a husband, brother or father to bring their case before a local justice entity. This lack of opportunities and equitable approaches make Afghan women highly vulnerable to violence and other forms of abuse and unfair treatment, which seriously undermines human security.

¹ LoGo is currently supporting development of a grievance tracking mechanism for the PCs.

Furthermore, based on a signed Memorandum of Understanding between government and CSOs, Independent Directorate of Local Governance (IDLG) is committed to support the Civil Society networks and organizations to improve coordination on planning, budgeting, oversight and social audit at national and sub-national level to enhance accountability and transparency. The CSOs will also be able to enhance their relations at national and at sub-national level to actively participate in the governance and development mechanisms, structures and processes to increase citizen participation.

Further to this, to increase and boost effective communication between provincial and districts line departments and civil society that has a positive impact on the process on litigation and institutionalization of good governance.

b. Objectives

The lead implementing CSO will operate in two specified areas of 1) operationalization of MoU between CSOs and IDLG and 2) Conflict resolution assessment and draft conflict resolution procedure

Detailed objective and related outputs and deliverables are provided in the Terms of Reference – Section - 3

I. ELIGIBILITY & QUALIFICATION CRITERIA

Interested NGOs/CSOs are supposed to fulfill the minimum eligibility and competency criteria in order to be qualified for further technical evaluation:

Subject	Criteria
ELIGIBILITY	
Legal Status	Valid Registration from Ministry of Economy.
Mandate of NGO/CSO	The mandate of the NGO/CSO should be in conflict resolution, governance and/or human rights.
Eligibility	NGO is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization.
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.
QUALIFICATION	
Previous Experience	Minimum of 5 years of operational experience Having the experience for successful completion of at least two (02) similar projects within the last three years, the value one contract should be at-least US\$ 100,000.
Financial Standing	Financial statement for the last two years with turnover of minimum USD \$200,000.00 Independent audit report for the last two years with satisfactory and healthy financial situation
Key Personnel	Applicants should provide Curriculum vitae (CV) of at least the key staff to UNDP for evaluation. The CVs should include details on relevant experience carried out by the applicable staff, including ongoing assignments indicating capability and capacity to undertake as per their TOR. Please include the following information on the proposed team in the technical proposal:

	<p>a) Names and qualifications of the project management office personnel, who will be based in Kabul and key personnel who will perform the activities in provinces.</p> <p>b) CVs demonstrating qualifications (level of education in a relevant field and experience).</p> <p>The following are the detailed requirement of the provider for project management and implementation:</p>		
	Position	Professional / Academic Education	Professional Experience
	Project manager – 1 CV required	<p>The candidate should have minimum Master's degree in public policy, Project Management or any other relevant field of work.</p> <p>- Should have full command over English, Dari and Pashtu languages. experience.</p>	- The candidate should have at least 7 years of work experience in governance, public administration and/or project management.
	Provincial/regional coordinators -2 CV required	<p>The candidate should have minimum Bachelor's degree in field of public policy and administration, social development, Project Management or any other relevant field of work.</p> <p>- Should have full command over English, Dari and Pashtu languages.</p>	- The candidate should have at least 5 years of working experience in field of governance, public administration, social mobilization, and project management.
	Technical Staff (Conflict Resolution)	The candidate should have either Master's or Bachelor's degree.	Master's with 2 years and or bachelor's degree with 4 years

	Specialist) -2 CVs required	- Fluency in written and spoken English plus local languages (Dari and Pashtu).	of relevant experience in relevant field.
Other Relevant Information	<p>The organization undertakes to engage qualified staff and has a strong internal control system (Financial and administration) for implementation of projects</p> <p>Additional Competencies that will be considered as strong advantage:</p> <ul style="list-style-type: none"> a) At least 5 years of Experience in peacebuilding and conflict resolution projects b) At least 5 years of Experience of work in the areas related to local governance c) Working experience with IDLG, Provincial Governor Offices, Provincial Councils, Municipalities, District Municipalities and Provincial Civil Societies in relevant field d) Excellent proven communication and reporting skills 		

II. PROPOSAL

Proposed Methodology, Approach, quality assurance plan and Implementation Plan – this section should demonstrate the NGOs/CSOs response to the Terms of Reference by identifying the specific components proposed, how the outputs / delivery shall be addressed, as specified; providing a detailed description of the essential performance characteristics proposed; identifying the works / portions of the work that will be subcontracted.

Moreover, the proposal should demonstrate how the proposed methodology meets or exceeds the TOR, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable and a quality assurance.

Management Structure and Resource (Key Personnel) – This section should include the comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

III. EVALUATION CRITERIA & METHODOLOGY

a) Proposals will be evaluated based on the following criteria:

- 1) Sound technical proposal that includes innovative and replicable inclusion mechanisms to maximize the value transfer to the beneficiaries.
- 2) High impact interventions directly targeting and responding to the needs established in the TOR.

- 3) Size of budget requested commensurate with the organization's proven administrative and financial management capacity.
- 4) Participatory monitoring and evaluation that will contribute to building a sense of ownership among the beneficiaries to promote the sustainability of the interventions.

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	NGO/CSO Eligibility and qualifications	20%	200
	-Reputation of Organization and Staff / Credibility / Reliability / Industry Standing -Ability to access to the provincial and district level and previous work experience at provincial and districts levels in Afghanistan -General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> - Financial stability - strength of project management support - project financing capacity - project management controls 		90
	-Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)		10
	-Quality assurance procedures		30
	-Relevance of: <ul style="list-style-type: none"> - Specialized Knowledge to any of the work - Experience on Similar Programme / Projects - Experience on Projects in the Region - Experience in working for major multilateral/ or bilateral programmes or organization 		70
2.	Proposed Methodology, Approach and Implementation Plan	50%	500
	-To what degree does the Proposer understand the task?		70
	-Have the important aspects of the task been addressed in sufficient detail? -Are the different components of the project adequately weighted relative to one another?		80
	-Is the scope of task well defined and does it correspond to the ToR?		60

	-Is the monitoring, quality assurance and risk mitigation mechanism well defined?		80
	-Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?		70
	-To what extent the proposal transfers value to the beneficiary within the given budget (the ratio between the NGO/CSO or consultancy operational cost, including capital and recurring cost, versus the cost of implementation of the activity/output).		140
3.	Management Structure and Key Personnel	30%	300
3.1	-General Management Structure and Staffing, organogram		80
3.2	Project Manager (minimum 1 CV required)		
	Relevant Experience: The candidate should have at least 7 years of work experience in governance, conflict resolution, public administration and/or project management.		60
	Professional Qualification: The candidate should have minimum Master's degree in public policy, governance, Project Management or any other relevant field of work.		30
	Language Qualifications: Should have full command over English, Dari and Pashtu languages.		10
3.3	Provincial/Regional Coordinator (minimum 2 CVs required)		
	Relevant Experience: The candidate should have at least 5 years of working experience in field of conflict resolution, governance, public administration, social mobilization, and project management.		30
	Professional Qualification: The candidate should have minimum Bachelor's degree in field of public policy and administration, social development, Project Management or any other relevant field of work.		20
	Language Qualifications: Should have full command over English, Dari and Pashtu languages.		10
3.4	Technical Staff (Conflict Resolution Specialist) minimum 2 CVs required		

	Relevant Experience: The candidate should have at least 5 years of working experience in field of conflict resolution, governance, and social mobilization.		30
	Professional Qualification: Master's with 2 years and or bachelor's degree with 4 years of relevant experience in relevant field.		20
	Language Qualifications: Fluency in written and spoken English plus local languages (Dari and Pashtu).		10
	Total	100%	1000

b) Evaluation methodology: Quality Based under Fixed Budget Selection (QB-FBS)

QB-FBS methodology implies that all proposals have the same maximum overall price (which cannot exceed a known fixed budget amount), focusing the selection on the quality of the proposal and the CSO/ NGO proposed approach and methodology. CSO/NGO have to provide their best technical proposal and financial breakdown (within the budget) in one file (clearly stating proposed overheads). Evaluation of all technical proposals shall be carried out, in accordance with above outlined evaluation criteria, and the institution which obtains the highest technical score shall be selected. NGO/CSOs exceeding the established fixed budget in their financial proposals will be rejected.

Proposals have to translate community needs into implementable activities by the NGOs/CSOs. Under QB-FBS, assessment focuses on maximizing transfer of value to the beneficiary user within a given budget.

Under QB-FBS, assessment of best value for money focuses on maximizing transfer of value to the beneficiary user. For these reasons, it is important that the ratio between the NGO/CSO operational cost (including capital and recurring cost) versus the implementation activity/output shall be assessed.

c) Budget size, Payment schedule and duration

Proposals amounts should be with maximum amount of **USD 195,000** within the activities/location stated in the ToR.

The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities. In principle, project duration will not go beyond 30 June 2020.

The payments will be made upon completion of following milestones and deliverables.

#	Millstone and deliverables (Yearly)	Duration	Payment
1	Signature of contract and submission of inception report.	Two weeks after signature of contract	10%
2	Completion of office setup and staffing at regional and central level.	One month from the start of the project	15%

3	Monthly Project Progress Report	After one month from the start of the project	15%
4	Monthly Project Progress Report	After two months from the start of the project	20%
5	Monthly Project Progress Report	After three months from the start of the project	20%
6	Submission of final draft report and its acceptance by UNDP LoGo Project	After four months from the start of the project	20%

The anticipated duration of the project is four (04) Months expected to start from March 2020 to June 2020. In principle, project duration will not go beyond 30 June 2020, only in exceptional case if approved by UNDP Management.

IV. SELECTION PROCESS:

The UNDP will review proposals through a five-step process:

- (i) Determination of eligibility;
- (ii) Technical review of eligible proposals;
- (iii) Scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposal;
- (iv) Round of clarification (if necessary) with the highest scored proposal; and
- (v) Responsible Party Agreement (RPA) signature

Pre-Bid conference

A pre-proposal conference will be held on:

Date: 13th February 2020

Time: 2:00 PM Kabul time

Meeting Address:

SCMO Conference Room/ or any available venue in UNDP CO, UNDP Country Office, UNOCA Compound, Jalalabad Road, Kabul Afghanistan.

The UNDP focal point for the arrangement is:

E-mail: procurement.af@undp.org or call at: +93 (0) 728 999 765

NGOs/CSOs interested to attend the pre-proposal meeting must send the following information to the above-mentioned email address **before 12 PM, 12th February 2020.**

Required details information: Participant's Name, Nationality, ID/Passport No, Company Name. If coming with private vehicle, please mention: Driver's Full Name, Plate Number, Make/Model, and Color

Please note that only 1 (one) person from each NGO/CSO will be allowed to participate.

United Nation Development Programme

Country Office for Afghanistan

Attending is not mandatory but it is highly recommended.

V. SUBMISSION PROCESS

Applicants shall bear all costs related to proposal preparation and submission.

A completed Call for Proposal (CFP) with requested attachments must be submitted through E-Tendering System:

United Nations Development Programme E-Tendering online system

<https://etendering.partneragencies.org>

Detailed instruction on E-Tendering System can be found in below link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/>

Submission Deadline

Bid closing date and time: Please refer to UNDP ATLAS E-Tendering system for deadline

Required Documents to be submitted as part of the Proposal:

1. Technical Proposal,
2. Financial Proposal as per allocated budget. Cost breakdown for each deliverable should be provided,
3. Proposal submission template including financial proposal template,
4. 2017 and 2018 (or latest two years) Audit Financial Reports of organization,
5. At-least 3 reference letter from national and/or international partners,
6. Documentary evidence for legal status in Afghanistan, including certificate of registration and organization's charter,
7. Signed and stamped DECLARATION OF IMPARTIALITY AND CONFIDENTIALITY,
8. CVs of required personnel and proposed team structure,
9. To the disposition of organization. Other documentary evidence to confirm capacity of the organization to implement, manage and monitor LoGo Project, including capacity in the financial management, institutional programmatic arrangements, monitoring and evaluation, conflict of interest policy, human resource policy, procurement and supply chain management and coordination – may be provided as per of submission.

IMPORTANT ADDITIONAL INFORMATION

UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See

http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and

In responding to this Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- * Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;
- * Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or
- * Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

Section -3

Terms of Reference (TOR)

Subject: Conflict Mapping at the District Level and MoU operationalization in Afghanistan

a. Background Information and Rationale, Project Description

UNDP Afghanistan

UNDP supports stabilization, state-building, governance and development priorities in Afghanistan. UNDP support, in partnership with the Government, the United Nations System, the donor community and other development stakeholders, has contributed to institutional development efforts leading to positive impact on the lives of Afghan citizens. Over the years UNDP support has spanned such milestone efforts as the adoption of the Constitution, Presidential, Parliamentary and Provincial Council elections, institutional development through capacity building to the legislative, the judicial and executive arms of the state, and key ministries, Government agencies and commissions at the national and subnational levels.

UNDP has played a key role in democratization and support to governance reform in Afghanistan. UNDP programmes in Afghanistan have benefited from the very active support of donors. UNDP Afghanistan is committed to the highest standards of transparency and accountability and works in close coordination with the United Nations Assistance Mission in Afghanistan and the UN system as a whole to maximize the impact of its development efforts on the ground.

Local Governance Project- Afghanistan (LoGo)

Local Governance Project-Afghanistan (LoGo) is building upon the lessons from UNDP's Afghanistan Sub-National Governance Programme (ASGP). Through LoGo project, the Independent Directorate of Local Governance (IDLG) and UNDP will jointly address the top three priorities of IDLG which are: 1) service delivery; 2) accountability; and 3) clear functions and mandates. The project builds on a new theory of change aimed at improving service delivery by enhancing the accountability and transparency of the local governments to the women and men of Afghanistan and building the capacity of the local governments to plan, budget and monitor service delivery effectively with the ultimate aim of increasing the legitimacy of the government and the trust between the state and society.

The Government of the Islamic Republic of Afghanistan (GIROA), with UNDP support, focuses on the following areas:

- 5) Subnational state institutions, (Provincial Governor Offices, District Governor Offices, Provincial Sector and Technical Services department, Provincial Council, Provincial Development Committees, Moustafiats, Department of Economy), enhance their capacities in outreach, planning, monitoring and budgeting for accountable and transparent service delivery.
- 6) Municipalities deliver services in a more accountable and participatory manner
- 7) Accountability of local governance enhanced through civil society oversight organizations/groups
- 8) Central level government institutions develop and implement policy guidelines which improve local government accountability and service delivery.

The project works with the relevant government ministries that cover subnational planning and budgeting, monitoring and evaluation and representative bodies as well as the civil society. These include the Independent

Directorate of Local Governance (IDLG), the Ministry of Economy (MoEc), and the Ministry of Finance (MoF) and ensuring complementarity with the other programmes, especially USAID, GIZ, UN Habitat and the World Bank.

Background

The Roadmap on Sub-National Governance (the Roadmap) which was adopted in May 2018, sets a broader framework for gradual devolution of competencies to the local governance levels. It also paves a way towards further enhancement of the mandates of the Provincial Governors Offices (PGOs) and the Districts Governor Offices (DGOs) in the field of service delivery and the Provincial Councils in their oversight role.

The Presidential Decree on Improvement of Governance at the District Level adopted in April 2019, sets additional framework for further empowering the District level of governance by giving clear policy instructions to IDLG, the Supreme Court and the Ministry of Justice to develop a concept on civil conflict resolution through the Jirgas. The civil conflict resolution should be presented to the High Council of Rule of Law and Anti-Corruption for review.

Currently, the Provincial Governors Offices (PGOs), the District Governors Offices (DGOs) and the Provincial Councils (PCs) are involved in conflict resolution with citizens which is not part of their core mandate. According to a survey conducted by the LoGo project in 2019, in some provinces and districts more than 50% of their working time is spent in engaging in conflict resolution. The survey indicated that these conflicts are normally around disputes over water, land, inheritance and breakdown of law.

In Afghanistan, the so-called traditional conflict resolution (jyrga and shura) seem to be an effective way of resolution of the community level conflicts though it is questionable to what extent they contribute towards strengthening the trust and the connection between the communities and the local level authorities.

Currently, the formal conflict resolution is carried out by the provincial and district judicial branches but the issue is that they are not always available, fair, fast, impartial and inclusive across the country. Thus, in most of the provinces and districts majority of the disputes are being resolved within the communities, partially based on the Sharia Law, as this way has been perceived to be faster, cheaper and relatively transparent compared to the ones handled by the governmental justice departments

Other studies of subnational governance indicate that PCs sometimes spend more than half of their meeting time on conflict resolution issues. Some use a blend of traditional mediation processes and formal justice system services to address and ratify the results of conflict resolution cases. PCs have not developed referral processes² to transfer time-consuming mediation cases to other parts of the government – such as referring family violence issues to social services offered by NGOs or Ministry of Women Affairs, for example.

There are very few female staff in the formal system, which makes it quite difficult, particularly for women in rural areas, to bring their concerns or their disputes to the courts or even to the police, given the conservative culture in those areas. Similarly, through the informal system women also have limited opportunity as they have to rely on a male guardian such as a husband, brother or father to bring their case before a local justice entity. This lack of opportunities and equitable approaches make Afghan women highly vulnerable to violence and other forms of abuse and unfair treatment, which seriously undermines human security.

Furthermore, based on a signed Memorandum of Understanding between government and CSOs, Independent Directorate of Local Governance (IDLG) is committed to support the Civil Society networks and organizations to

² LoGo is currently supporting development of a grievance tracking mechanism for the PCs.

improve coordination on planning, budgeting, oversight and social audit at national and sub-national level to enhance accountability and transparency. The CSOs will also be able to enhance their relations at national and at sub-national level to actively participate in the governance and development mechanisms, structures and processes to increase citizen participation.

Further to this, to increase and boost effective communication between provincial and districts line departments and civil society that has a positive impact on the process on litigation and institutionalization of good governance.

b. Objectives

The lead implementing CSO will operate in two specified areas of 1) operationalization of MoU between CSOs and IDLG and 2) Conflict resolution assessment and draft conflict resolution procedure

1. Awareness raising of CSOs on the MoU between CSOs and IDLG:

LoGo works closely with IDLG to strengthen the role of Civil Society in local governance. The objective is to build the capacities of the CSOs to play an active role as a third-party advocate and monitoring agent contributing to improvement of the relationship between the state and society. LoGo's support to the Civil Society Organizations will thus include developing the oversight and monitoring capacity of local people to become competent and credible reviewers. This will be done by strengthening of the CSO networks and interest groups (including women's groups), raising awareness on how local people can get involved in governance, providing resources/grants to allow interested groups to research and monitor service delivery and effectively provide feedback to the planning and budgeting process, and institutionalizing connections between local people and subnational government units.

Recently, a Memorandum of Understanding for Cooperation between Independent Directorate of Local Governance and Civil Society Organizations and Networks at the Sub-National Level was signed in Kabul. The agreement will now enable civil societies to actively participate in the government processes with the aim to expand effective working relations and jointly work towards improvement of cooperation in achieving advocacy; strengthening, promoting and mainstreaming accountability; enhancing responsiveness of local government authorities towards citizens. Furthermore, it will strengthen social audit; and facilitate participation of CSOs and Civil Society Networks in provincial planning, provincial budgeting, accountability and transparency at the sub-national level.

This MoU pursues the following objectives:

- Promoting and strengthening mutual cooperation between IDLG, CSOs and Civil Society Networks at the central and sub-national levels.
- Facilitating participation of the CSOs and Civil Society Networks in provincial planning process, provincial budgeting, citizen assemblies, (budget) hearing sessions, and social accountability campaigns in accordance with the relevant laws, regulations, procedures and guidelines of IDLG.
- Collaboration and cooperation between the parties in order to share information according to Access to Information Law.
- Cooperation in receiving complaints and challenges, recognizing the needs of people and reporting the activities of the parties to people in provinces.

LoGo will support the civil society organization to organize awareness raising sessions at the zone level to disseminate information about the contents of the MoU to both provincial and district CSOs, Provincial Council members, PGOs and DGOs. The training will be provided by the General Directorate for Coordination of Local Council Affairs (GDCLCA) of IDLG with technical and logistical support of LoGo and implementing partner.

Output:

The awareness raising trainings delivered.

Deliverables:

- The training materials developed
- Training to the target groups including PGOs and DGOs conducted and future activities identified
- The project end report developed.

2. Conflict resolution assessment:

Conflict assessment is an analytical process undertaken to identify and understand the dynamics of violence and instability. Conflict assessment is the essential first stage in the process of conflict management and resolution. A primary goal of such assessment is for all concerned parties to gain a deeper understanding of the dynamics inherent in their relationships. This understanding not only clarifies one's own interests and positions but leads to an acknowledgement of the basis for the interests and positions held by others, and thereby promotes reflection by the stakeholders. The assessment maps the conflict, and then uses it as an evaluation tool to determine whether or not there is a reasonable possibility for initiating an intervention process to manage or resolve the dispute.

LoGo will support a Civil Society Organizations/consultancy to take an active role in the mapping of the conflict resolution procedure at the provincial and district levels. The results of the mapping shall be used to develop a conflict resolution procedure.

More specifically, the objectives of this assignment are to:

- a) To map existing conflicts at provincial and district level
- b) To map in which cases and for what types of conflicts citizens refer to the provincial, district and PCs officials to resolve them
- c) To map the actors (formal and informal) involved in the conflict resolution
- d) To map the procedures/mechanisms of the actors (formal and informal) involved in conflict/dispute resolution at the Provincial and District level, with a focus on the District level
- e) To map the conflict resolution separately targeting women and other vulnerable groups, such as women, refugees, IDPs
- f) Provide a summary of the mapping exercise and present it to the ILDG
- g) Draft the conflict resolution procedure in one of the official languages of the Islamic Republic of Afghanistan (Dari or Pashto)
- h) Develop a training package on conflict resolution, focusing on acquisition of skills for mediation, negotiation, communication and similar

c. Scope

UNDP-LoGo Project solicits the services of a qualified Civil Society Organization/consultancy to conduct a conflict resolution mapping in 5 provinces covered by LoGo Project and draft a conflict resolution procedure

Under the guidance and supervision of the UNDP/LoGo, the organization will conduct a participatory conflict assessment with a specific reference group of Provincial Governor, Provincial Council, District Governor, Civil Society and local communities, including formal and informal structures, in order to identify the main conflict driven topics and the actors involved in conflict resolution.

Country Office for Afghanistan

After the mapping, the organization will then provide capacity building sessions for the civil societies and local actors on conflict resolution/mediation skills. At a second stage, the organization will help the communities together with the local authorities to identify a conflict sensitive development project that can help in strengthening the peacebuilding work done in the first stage of the project. The organization will work in close collaboration with project staff and project partners and will maintain close communication over operational issues as well as strategic opportunities arising from project implementation. The LoGo will implement this pilot project in 10 districts (2 for each province) of 5 provinces namely Kunduz, Herat, Balkh, Nangarhar and Kapisa.

Output:

- Conflict mapping completed
- Draft of conflict resolution procedure in one of the official languages (Dari or Pashto)
- Training package completed

Deliverables:

- The inception report prepared
- The methodology for conflict mapping identified and data collection tools developed
- Report on the mapping of the conflict delivered
- The training materials developed

Under supervision of the UNDP/LoGo, the organization will undertake the following tasks and activities:

- Design the training package with focus on the objectives of the signed MoU in cooperation with IDLG.
- Deliver awareness raising session for PCs and CSOs at zone level
- Design the methodology for participatory conflict mapping at provincial and district level that deploy both qualitative and quantitative approach
- Facilitate four discussion sessions with the targeted groups as per the recommendations by UNDP in order to conduct the participatory mapping and field surveys
- Identify the existing formal and informal conflict resolution channels both at provincial and district level, the actors (formal and informal) involved and the types of conflict
- Develop an analytical conflict mapping report containing the functionality of existing channel and recommendations. The report to IDLG should be in Dari or Pashto language.
- Design a training package with focus on the necessary skills for conflict resolution of the targeted group, which will be identified in cooperation with the IDLG
- Deliver trainings for the target groups identified by UNDP/LoGo in the targeted areas
- Future activities/projects identified which will foster cooperation between communities, civil society and local authorities in the conflict resolution
- Prepare result-oriented end project report including recommendations and lessons learned from the assessment. The report to IDLG should be in Dari or Pashto language.

d. Support provided by UNDP

UNDP LoGo will:

- a) Supervise and monitor the activities of this assignment. UNDP-LoGo will monitor the implementation of the activities and conduct regular spot checks**
- b) UNDP-LoGo assesses the progress during the implementation, provide technical and financial advice as/when needed, and support the disbursement of funds**
- c) Provide support the organization to connect and coordinate activities under this assignment with the IDLG, UNAMA and the provincial/district entities**

- d) Conduct training on objectives, scope of work and key deliverables to the partner and its key staff**
- e) Approve the inception report, activities and deliverables to ensure compliance with the stated objectives**
- f) Approve the reports**
- g) Provide platforms for sharing lessons learnt and technical advice and mentoring during project implementation**
- h) Evaluate the lead partner performance based on the set indicators**

e. Expected duration of the contract/assignment

The anticipated duration of the project is 4 months expected to start from March 2020 to June 2020. In principle, project duration will not go beyond the contracted date, only in exceptional case if approved by UNDP Management.

f. Professional Qualifications of the Successful Contractor and its key personnel

Interested NGOs/CSOs are supposed to fulfill the minimum eligibility and competency criteria in order to be qualified for further technical evaluation:

Required Qualifications and Experience for the Service Provider:

- a) Minimum of 5 years of operational experience**
- b) Having the experience for successful completion of at least two (02) similar projects within the last three years, the value of one contract should be at least US\$ 100,000**
- c) Financial statement for the last two years with turnover of minimum US\$ 200,000**
- d) Independent audit report for the last two years with satisfactory and healthy financial situation.**

The organization undertakes to engage qualified staff and has a strong internal control system (Financial and administration) for implementation of projects

Additional Competencies that will be considered as strong advantage:

- a) At least 5 years of Experience in peacebuilding and conflict resolution projects**
- b) At least 5 years of Experience of work in the areas related to local governance**
- c) Working experience with IDLG, Provincial Governor Offices, Provincial Councils, Municipalities, District Municipalities and Provincial Civil Societies in relevant field**
- d) Excellent proven communication and reporting skills**

Key personnel, their experience and qualification:

Applicants should provide Curriculum vitae (CV) of at least the key staff to UNDP for evaluation. The CVs should include details on relevant experience carried out by the applicable staff, including ongoing assignments indicating capability and capacity to undertake as per their TOR.

Please include the following information on the proposed team in the technical proposal:

- c) Names and qualifications of the project management office personnel, who will be based in Kabul and key personnel who will perform the activities in provinces.**
- d) CVs demonstrating qualifications (level of education in a relevant field and experience).**

The following are the detailed requirement of the provider for project management and implementation:

a) Project manager – 1 CV required:

- The candidate should have minimum Master's degree in public policy, Project Management or any other relevant field of work.
- The candidate should have at least 7 years of work experience in governance, public administration and/or project management.
- Should have full command over English, Dari and Pashtu languages.

b) Provincial/regional coordinators -2 CV required:

- The candidate should have minimum Bachelor's degree in field of public policy and administration, social development, Project Management or any other relevant field of work.
- The candidate should have at least 5 years of working experience in field of governance, public administration, social mobilization, and project management.
- Should have full command over English, Dari and Pashtu languages.

c) Technical Staff (Conflict Resolution Specialist) -2 CVs required:

- Master's with 2 years and or bachelor's degree with 4 years of relevant experience in relevant field.
- Fluency in written and spoken English plus local languages (Dari and Pashtu).

Section- 4

PROPOSAL SUBMISSION TEMPLATE

I. Basic Information:

- Country where the project will be implemented:
- Sector:
- Project Name:
- Final Beneficiaries:
- Organization Name and Contact Information:
- Funding Requested:
- Execution period:
- Proposal validity period: 60 days after closing date of tender

II. Proposal Objectives and Justification

This subheading should facilitate a clear understanding of the objectives and the problem the proposal aims to address.

III. Proposed Methodology, Approach, quality assurance plan and Implementation Plan –

This section should demonstrate the NGO/CSO's response to the Terms of Reference by identifying the specific components proposed, how the outputs / delivery shall be addressed, as specified; providing a detailed description of the essential performance characteristics as well as expected outputs and expected results of the proposal. Expected results should include concrete statements of expected and recognizable development results.

Provide the total amount of funding requested to achieve the expected outputs by main component. Indicate the local counterpart contribution.

Indicative Budget (in USD) (the detailed budget should be submitted separately, using the budget template provided)

Type of Expense	Number of Months	Cost per Month (USD)	Total (USD)	Local Counterpart Contribution	TOTAL (USD)

Overhead:					
Other Costs:					
Equipment:					
TOTAL (USD)					

At least 85% of the grant total should be utilized for expenditures providing direct inputs for final beneficiaries.

Direct Administrative costs, including both Human resource & operation cost, cannot exceed 10% of the total proposal budget. Furthermore, indirect overhead cost for HQ office can't exceed 5% of the total proposal budget on a condition that detailed cost assumptions are provided".

HR, Per diem, transportation, is subject to negotiation to align with prevailing rates but not exceeding approved LoGo Project budget.

The following expenditures are eligible for financing:

- (i) Relevant HR costs
- (ii) Conference/workshop facilities
- (iii) Travel costs and per diem, only within the country eg; trainees and monitoring visits
- (iv) Training expenses such as workshops and consultations
- (v) Costs/fees for monitoring, evaluation
- (vi) Products and commodities related to project,
- (vii) Operational cost

IV. Organizational profile and Structure for implementation of Project Proposal

This subheading should provide relevant information on the nature of the responsible party (civil society organization applying for funding) including evidence of its existence and legal representation, its track record in areas pertinent to the project proposal activities/components and ability to undertake and effectively manage the project, prior works with UNDP or other development agencies, etc.

V. Major issues

This subheading should identify key risks to executing the project proposal and achieving its objectives, as well as how the applicant proposes to mitigate such risks.

Section- 5

**DECLARATION OF
IMPARTIALITY AND CONFIDENTIALITY**

In responding to this(Subjected) Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- * Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;
- * Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or
- * Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

We understand that any willful misstatement described above may lead to our disqualification, before or during our engagement.

Name	Organization Name	Position/Organization	Signature	Date