Call for Proposal (CFP) Template for Responsible Parties
(For Civil Society Organizations CSOs and International Non-Governmental Organizations INGOs)

Section 1

CFP No. AFG-WPS/GiHA-CFP-001-2021

a. CFP letter for Responsible Parties

Call for proposals: Establishment and Running of Five Multi-Purpose Women Centers to support enabling space for women’s empowerment and access to services and livelihoods skills

UN Women plans to engage an (Responsible Parties) as defined in accordance with these documents. UN Women now invites proposals from qualified proponents for providing the requirements as defined in the UN Women Terms of Reference (ToR).

Proposals must be received by UN Women at procurement.af@unwomen.org no later than 12:00 pm (Kabul time) on 10 December, 2021.

The budget range for this proposal should be $2 000 000 – $4 000 000 per five Multi Purpose Women Centres (for 18 months)

<table>
<thead>
<tr>
<th>This UN-Women Call for Proposals consists of Two sections:</th>
<th>Annexes to be completed by proponents and returned with their proposal (mandatory)</th>
</tr>
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**Section 2**

a. Instructions to proponents

Annex B-2 Template for proposal submission
Annex B-3 Format of resume for proposed staff
Annex B-4 Capacity Assessment minimum Documents

Annex 6: Reference Document on UN Women Standard Guidance for Multi-Purpose Women Centers

Interested proponents may obtain further information by contacting this email address: marie.pettersson@unwomen.org, with cc to linda.aitio@unwomen.org

**a. Proposal data sheet for Responsible Parties**

Program/Project: Gender in Humanitarian Action (GiHA)

Program official’s name: Marie Sofie Sandberg Pettersson

Email: marie.pettersson@unwomen.org

Requests for clarifications due:

<table>
<thead>
<tr>
<th>Date: 30 November, 2021</th>
<th>Time: 12.00 pm (Kabul time)</th>
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<tbody>
<tr>
<td>Program official’s name: Marie Sofie Sandberg Pettersson</td>
<td>via e-mail: <a href="mailto:marie.pettersson@unwomen.org">marie.pettersson@unwomen.org</a>; cc <a href="mailto:linda.aitio@unwomen.org">linda.aitio@unwomen.org</a></td>
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UN Women clarifications to proponents due:

<table>
<thead>
<tr>
<th>Date: 4 December, 2021</th>
<th>Time: 12.00 pm (Kabul time)</th>
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UN Women Terms of Reference

1. Introduction
   a. Background/Context for required services/results

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

For a seventh consecutive year, Afghanistan remains among the deadliest places in the world to be a civilian and faces an emerging level of human rights violation. The ongoing conflict has caused several issues including, an imbalance in people’s access to and control over resources, decision-making and political participation at different scales that exacerbate existing disparities and vulnerabilities, predominantly among women and marginalized groups of people. Considering the present multidimensional emergency as a result of conflict, COVID-19, rapid escalation of violence, severe poverty, food insecurity, and climate vulnerability the country is transitioning from development to humanitarian state and ranks second in the top ten crisis list with nearly half of the population (18.4 M) in need of humanitarian assistance. Consequently, more than 40 thousand families have been internally displaced due to conflict from the beginning of the year, of whom more than 15 percent are women and children. Thus, the country endured one of the world’s most acute internal displacement crises and third largest refugee population in the world.

UN Women Afghanistan focuses on reaching the most at risk and marginalized populations, in particular gender-based violence survivors, female headed households, women with disabilities, older women and adolescent girls.

These women urgently need support that gives them access to information and services that will safeguard their health, safety and security, access to resources and opportunities that will mitigate risks of being exploited, and enhance self-reliance and participation in decision making.

UN Women’s programming builds on UN Women’s presence and ongoing support in Afghanistan including in the thematic areas of Women, Peace and Security and Gender in Humanitarian Action (WPS-GiHA), Ending Violence Against Women (EVAW) and Women’s Economic Empowerment (WEE), Women’s Political Participation (WPP) and coordination and normative work.

As the security situation deteriorated from May to August, thousands of people fled to Kabul and other urban areas, seeking safety. Currently there are some 5.5 million internally displaced persons (IDPs) in Afghanistan. Approximately 80 per cent of the 250,000 Afghans forced to flee since the end of May were women and children. More than 18 million people – fully half of the country’s population – are in need of humanitarian assistance, and almost a third of the country is facing emergency levels of food insecurity compounded by severe drought. In this context, that is rapidly deteriorating due to prolonged lack of targeted livelihood opportunities, limited or no access to basic services and education, Afghan women and girls face unique vulnerabilities as gender inequality is interwoven with conflict dynamics and humanitarian needs. Addressing gender-specific needs of all communities is urgently required to ensure that basic conditions and minimum standards for dignified life can be ensured.

It is vital to ensure that there are targeted initiatives that create confidential and supportive environment for women to come together and where their specific needs can be consulted and further addressed. While assisting women to live with dignity this call seeks proposals that can support UN Women’s initiative to create equitable and safe access for the most vulnerable and marginalized women to humanitarian assistance and information on basic services

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2 OCHA, June 2021 [https://www.unocha.org/story/daily-noon-briefing-highlights-afghanistan-3]
through the Establishment and Running of Multi-Purpose Women Centers (MPWCs). UN Women is seeking to establish MPWCs in the provinces of Herat, Bamiyan, Kandahar, Balkh and Nangahar in locations where most populations at risk and need reside including internally displaced populations. Successful Responsible Party would ideally have presence at least in three of the above-mentioned provinces in order to be able to establish and run five MPWCs in at least three of the five mentioned locations. UN Women encourages potential Responsible Parties (implementing partners) to establish and apply as a consortium. Call is open to International Non-Governmental Organisations (INGOs, registered in Afghanistan) and local Civil Society Organisations (CSO). UN Women strongly encourages local women’s rights and women-led organisations to apply as a consortium or INGOs to apply in partnership with local women CSOs and organisations.

The successful Responsible Party will have a deep understanding of enhancing protection and resilience of women to promote crisis-affected women and girls’ empowerment. Successful Responsible Party will also support and build the capacity of women by responding to their life-saving gender needs and providing services to crisis-affected women and adolescent girls with a focus on those internally displaced in unofficial settlements and vulnerable host communities. Successful partners shall have strong expertise on delivering needs-based skills training for marginalized women but also for women with basic income generating capabilities.

The application will have demonstrated experience of working with the most marginalized and vulnerable crisis-affected women who have limited access to and knowledge on life-saving services, particularly female headed households, young women and adolescent girls, Gender Based Violence (GBV) survivors, women with disabilities, older women, in both rural remote and displacement and host community settings. In addition, applicants should have technical capacity to establish, design and manage MPWCs according to guidance provided in the end of this ToR. Successful Responsible Party should have the right technical, financial and conceptual background to effectively implement the project in given provinces i.e. to have a grass-root presence in at least three of the following provinces Herat, Bamiyan, Kandahar, Nangahar and Balkh.

2. Description of required services/results

UN Women is seeking proposals from potential responsible party to "Establishment and Running of five Multi-Purpose Women’s Centers to support enabling space for women’s empowerment and access to services and livelihood skills"

Deliverables

Provide professional services which includes technical expertise to ensure following deliverables are provided within the timeframe of this project (see also Annex 6 for further guidance and specifications on MPWCs):

1. Conduct local level contextualised needs assessments with women and girls in the community to identify their specific needs, priorities, risks and capacities to feed into the design of the MPWC model for each location.
2. Conduct community outreach consultations with overall community members including community influencers, men, boys, religious and local leaders and de facto authorities to seek larger buy-in and support for MPWCs in each location.
3. A comprehensive annual work plan for the “Establishment and Running of five Multi-Purpose Women Centres to support enabling space for women’s empowerment and access to services and livelihood skills” will be developed and agreed upon with UN Women Afghanistan, including a methodology for securing buy-in from local stakeholders, and developing the governance structure and operating modalities that are based on the UN Women MPWC guidance (Annex 6, shared in the end of this ToR);
4. Design an initial plan that details activities and working modalities of the MPWCs in a consultative manner with local women’s CSOs and women in the communities, and in close cooperation with, and approval by UN Women. Work plan and activities shall be in line with this ToR, based on the applicants already existing proven technical experience in the field;
5. Establish and design MPWCs infrastructure by engaging local community members including through cash for work, and invite women from local community to name the centre themselves.
6. Support the most marginalized women to access MPWC through special measures as relevant (e.g. transportation support) and undertake capacity building activities and consultative services available across the full scope of assistance depending on the priorities and considering individual unique needs of each individuals.
7. Monitor and evaluate the MPWCs activities and progress and regularly report to UN Women including developing human-interest stories and case studies;
8. Establish and manage effective community feedback and complaint mechanism for MPWCs;
9. Design sensitive communications materials that inform partners about MPWCs and its work;
10. Building linkages between relevant local provincial level service providers on healthcare, GBV services, and livelihood opportunities;

3 Herat, Bamiyan, Kandahar, Balkh and Nangahar
11. Design and run short term literacy and numeracy skills for women beneficiaries with illiteracy background;
12. Design and run short term entrepreneurship development courses for women beneficiaries who are already literate;
13. Design and run livelihoods skills development courses for women in order to equip them with a skill to generate income;
14. Design and run short-term cash-based interventions for unskilled and semi-skilled women beneficiaries to help them meet their essential needs. This can include short term employment for establishment and setting up of the MPWCs (such as working as cook or cleaner of the MPWCs etc.);
15. Develop a document capturing the good practices, recommendations, lessons learnt and experiences of MPWCs that will be used to improve and localize the MPWC concept.

More specifically the project objectives will be met through the achievement of the following outputs and activities:

**Output 1:** Women in humanitarian settings have increased resources and capacities to build resilience in their families and communities

**Activity 1.1.:** Set up and run five MPWCs for the protection and empowerment of crisis-affected women and girls, and ensure their access to life saving information, services, awareness raising and skill building activities.

Based on the needs assessments and contextualized approaches in every five province activities may also include additional interventions e.g. delivering dignity kits, provisions of psycho-social support and mental wellbeing, referring women to health services.

**Output 2:** Women’s livelihoods strengthened through increased access to skills and resources

**Activity 2.1.:** Provide technical and financial support to women-led businesses and/or MSMEs to develop, sustain and expand their businesses.

**Activity 2.2.:** Support vulnerable women and girls (semi-skilled or unskilled women) through cash-based initiatives to secure their livelihoods.

**Activity 2.3.:** Support vulnerable women and households with livelihood skills and resources to income generating activities and linkages to markets.

3. **Timeframe: Start date and end date for completion of required services/results**

Proposals should be 18 months in duration and required services and results should be delivered and achieved within 18 months.

4. **Competencies:**
   a. Technical/functional competencies required;

UN Women Afghanistan is looking to partner with International and/or national non-governmental organizations (NGOs) registered in Afghanistan to carry out the activities listed in this CfP. The partner I/NGOs (responsible party) must have the following technical and functional competencies. UN Women Afghanistan also encourages potential partner I/NGOs to establish and apply as a consortium.

**Reputation of Organization and Staff:**
- Documented successful track record (for newly formed organizations, the personnel to be assigned to the UN Women project should have a proven track record of five years in the subject field).
- A proven commitment to results (able to provide records of successful projects).
- Proven credibility in terms of working towards gender equality, women’s socio-economic rights, protection and empowerment in crisis context.
- Proven ability to implement humanitarian response and life-saving activities.

**General Organizational Capability:**
- Ability to convene a wide range of stakeholders, generating trust through participatory methods that ensures inclusivity and equal involvement of all parties concerned.
- Track record of working with local authorities and actors, civil society, UN, and other multilateral or bilateral actors.
- Record and evidence of organizational culture of accountability, such as a written code of conduct, measures on anticorruption, protection against sexual exploitation and abuse and sexual harassment policy.
- A track record of delivering quality and timely project results, as well as communicating on any challenges or delays.
- Ability to seek alternative ways to carry out activities in order to avoid risks.
**Organizational expertise in the area of specified programme:**

- Evidence on previous experience in successful management of projects of the same nature and similar to MPWCs (as described in this ToR and in “Reference document on UN Women Standard Guidance for Multi-Purpose Women Centres” in the end of this ToR). Track record on delivering protect activities focusing on livelihoods skill training, cash-based interventions, GBV services, psychosocial support, relief distributions, education and other lifesaving services and resilience and empowerment initiatives for women.
- Strong proven evidence in providing the above-mentioned services for women and girls with diverse ages, disabilities, socio-economical, educational, cultural and geographical backgrounds, skills and ambitions.
- Proven track record of strategic partnerships with local women’s rights organisations and women’s CSOs in the five provinces: Balkh, Herat, Bamiyan, Kandahar or Nangahar.
- Proven compliance and capacities to implement according to the Inter-agency standing committee (IASC) minimum standards on GBV in emergencies, protection, protection against sexual exploitation and abuse, accountability to affected populations, child protection and core humanitarian principles.
- Grassroot presence at least in three of the following five provinces: Balkh, Herat, Bamiyan, Kandahar or Nangahar. The organization must have demonstrated capability to work in hard-to-reach parts of Afghanistan with a capacity to deliver tailor made, needs based, activities for women community members with diverse needs and backgrounds using a conflict sensitive and do no harm approach.

**Accountability and Financial Control:**

- A functioning internal control framework and process to deliver quality and timely project results.
- Strong monitoring and evaluation mechanism.
Annex B-1
Mandatory requirements/pre-qualification criteria
[To be completed by proponents and returned with their proposal]

Call for Proposal
Description of Services: Establishment and Running of Five Multi-Purpose Women Centers to support enabling space for women’s empowerment and access to services and livelihoods skills

CFP No. AFG-WPS/GiHA-CFP-001-2021

Proponents are requested to complete this form and return it as part of their submission. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described below. All questions should be answered on this form or an exact duplicate thereof. UN Women reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

<table>
<thead>
<tr>
<th>Mandatory requirements/pre-qualification criteria</th>
<th>Proponent’s response</th>
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</table>
| 1.1. Confirm that the services being requested are part of the key services that the proponent has been performing as an organization. This must be supported by a list of at least two customer references for which similar service is currently or has been provided by the proponent. | Reference #1:  
Reference #2: |
| 1.2. Confirm proponent is duly registered or has the legal basis/mandate as an organization | Yes/No |
| 1.3. Confirm proponent as an organization has been in operation for at least five (5) years. | Yes/No |
| 1.4. Confirm proponent has a permanent office within the location area. | Yes/No |
| 1.5. Proponent must agree to a site visit at a customer location in the location or area with a similar scope of work as the one described in this CFP. | Yes/No |
| 1.6. Confirm that proponent has not been the subject of a finding of fraud or any other relevant misconduct following an investigation conducted by UN Women or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UN Women or another United Nations entity and provide details of any such investigation | Yes/No |
| 1.7. Confirm that proponent has not been the subject of any investigations and/or has not been charged for any misconduct related to sexual exploitation and abuse (SEA). | |
| 1.8. Confirm that proponent has not been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s), United Nations Global Market Place Vendor ineligibility and the EU consolidated Sanction list | Yes/No |

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4 In exceptional circumstances three (3) years of history registration may be accepted and it must be fully justified.

Section 2

CFP No. AFG-WPS/GiHA-CFP-001-2021

a. Instructions to proponents (Responsible Parties)

1. Introduction
   1.1 UN Women invite qualified parties to submit Technical and Financial Proposals to provide services associated with the UN Women requirement for Responsible Party.
   1.2 UN Women is soliciting proposals from Civil Society Organizations (CSOs). **Women’s organizations or entities are highly encouraged to apply.**
   1.3 A description of the services required is described in CFP Section 1-C “Terms of Reference”.
   1.4 UN Women may, at its discretion, cancel the services in part or in whole.
   1.5 Proponents may withdraw the proposal after submission, provided that written notice of withdrawal is received by UN Women prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposal. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
   1.6 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, UN Women may solicit the proponent’s consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
   1.7 Effective with the release of this CFP, **all** communications must be directed only to UN Women, Marie Sophie Pettersson, Gender and Humanitarian Specialist, by email at marie.pettersson@unwomen.org. Proponents must not communicate with any other personnel of UN Women regarding this CFP.

2. Cost of proposal
   2.1 The cost of preparing a proposal, attendance at any pre-proposal conference, meetings or oral presentations shall be borne by the proponents, regardless of the conduct or outcome of the CFP process. Proposals must offer the services for the total requirement; proposals offering only part of the services will be rejected.

3. Eligibility
   3.1 Proponents must meet all mandatory requirements/pre-qualification criteria as set out in Annex B-1. See point 4 below for further explanation. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in Annex B-1. UN Women reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

4. Mandatory/pre-qualification criteria
   4.1 The mandatory requirements/pre-qualification criteria have been designed to assure that, to the degree possible in the initial phase of the CFP selection process, only those proponents with sufficient experience, the financial strength and stability, the demonstrable technical knowledge, the evident capacity to satisfy UN Women requirements and superior customer references for supplying the services envisioned in this CFP will qualify for further consideration. UN Women reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will affect your evaluation.

   4.2 Proponents will receive a pass/fail rating in the mandatory requirements/pre-qualification criteria section. In order to be considered for Phase I, proponents must meet all the mandatory requirements/pre-qualification criteria described in this CFP.
5. Clarification of CFP documents

5.1. A prospective proponent requiring any clarification of the CFP documents may notify UN Women in writing at UN Women email address indicated in the CFP by the specified date and time. UN Women will respond in writing to any request for clarification of the CFP documents that it receives by the due date outlined on section 2. Written copies of UN Women response (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.

5.2. If the CFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the advertised source.

6. Amendments to CFP documents

6.1. At any time prior to the deadline for submission of proposals, UN Women may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proponent, modify the CFP documents by amendment. All prospective proponents that have received the CFP documents will be notified in writing of all amendments to the CFP documents. For open competitions, all amendments will also be posted on the advertised source.

6.2. In order to afford prospective proponents reasonable time in which to take the amendment into account in preparing their proposals, UN Women may, at its discretion, extend the deadline for the submission of proposal.

7. Language of proposal

7.1. The proposal prepared by the proponent and all correspondence and documents relating to the proposal exchanged between the proponent and UN Women, shall be written in English.

7.2. Supporting documents and printed literature furnished by the proponent may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

8. Submission of proposal

8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (Annex B2-3) in one email, with the CFP reference and the clear description of the proposal by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UN Women will assume no responsibility for the misplacement or premature opening of the proposals submitted. The email title should include following text: “CFP No. AFG-WPS/IGHA-CFP-001-2021” and name of applicant. The email text body should indicate the name and address of the proponent.

All proposals should be sent by email to the following secure email address: procurement.af@unwomen.org

8.2 Proposals should be received by the date, time and means of submission stipulated in this CFP. Proponents are responsible for ensuring that UN Women receives their proposal by the due date and time. Proposals received by UN Women after the due date and time may be rejected.

8.3 When receiving proposals by email (as is required for the CFP), the receipt time stamp shall be the date and time when the submission has been received in the dedicated UN Women inbox. UN Women shall not be responsible for any delays caused by network problems, etc. It is the sole responsibility of proponents to ensure that their proposal is received by UN Women in the dedicated inbox on or before the prescribed CFP deadline.

8.4 Late proposals: Any proposals received by UN Women after the deadline for submission of proposals prescribed in this document, may be rejected.

9. Clarification of proposals

9.1. To assist in the examination, evaluation and comparison of proposals, UN Women may, at its discretion, ask the proponent for a clarification of its proposal. The request for clarification and the response shall be in writing and no change in the price or substance of the proposal shall be sought, offered or permitted. UN Women will review minor informalities, errors, clerical mistakes, apparent errors in price and missing documents in accordance with the UN Women Policy and Procedures.
10. Proposal currencies
10.1. All prices shall be quoted in (local currency) Afghani (AFs).

10.2 UN Women reserves the right to reject any proposals submitted in another currency than the mandatory currency for the proposal stated above. UN Women may accept proposals submitted in another currency than stated above if the proponent confirms during clarification of proposals, see item (8) above in writing, that it will accept a contract issued in the mandatory proposal currency and that for conversion the official UN operational rate of exchange of the day of CFP deadline as stated in the CFP letter shall apply.

10.3 Regardless of the currency of proposals received, the contract will always be issued and subsequent payments will be made in the mandatory currency for the proposal above.

11. Evaluation of technical and financial proposal

11.1 PHASE I – TECHNICAL PROPOSAL (70 points)
Only proponents meeting the mandatory criteria will advance to the technical evaluation in which a maximum possible 70 points may be determined. Technical evaluators who are members of an Evaluation Committee appointed by UN Women will carry out the technical evaluation applying the evaluation criteria and point ratings as listed below. In order to advance beyond Phase I of the detailed evaluation process to Phase II (financial evaluation) a proposal must have achieved a minimum cumulative technical score of 50 points.

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<tr>
<th></th>
<th>Proposal is compliant with the Call for Proposal (CFP) requirements</th>
<th>15 points</th>
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<tr>
<td>2</td>
<td>The Organization’s mandate is relevant to the work to be undertaken in the TORs (component 1)</td>
<td>20 points</td>
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<td>Relevance and technical capacity (see Capacity Assessment Checklist):</td>
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<td>• Proposed staffing (number and expertise) for the services to be delivered;</td>
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<td>• Organizational experience and proven track record/credibility on transformative gender and humanitarian work, Results Based Management (RBM) and its application to key processes (e.g. planning, programming, monitoring, reporting and evaluation), and other areas of expertise relevant to the services required);</td>
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<td>• Relevant experience in partnerships with UN Women, other UN agencies, Afghan government and authorities especially at local level, I/NGOs, CSOs, women community members across diverse groups at provincial and district level and other development actors;</td>
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<td>• Financial and administrative management capacity;</td>
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<td>• Governance and management capacity (see Capacity Assessment Checklist):</td>
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<td>• Composition of the team proposed to provide, and the work tasks (including supervisory). CVs of the proposed team that will be involved either full or part time;</td>
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<td>• Profile on gender equality expertise among the proposed team members;</td>
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<td>• Management arrangement for the required services, including for monitoring and reporting, and if needed, evaluation, and</td>
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<td>• Overall governance/management structure of the proponent organization.</td>
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|   | The Proposal demonstrates a sound understanding of the requirements of the TOR and indicates that the organization has the prerequisite capacity to undertake the work successfully (components 2, 3 and 4) | 35 points |
|   | • Proven track record of working with gender responsive humanitarian programmes and delivering activities as defined in this ToR or similar to those activities (and as described in Annex 6); |          |
|   | • Evidence in working in hard-to-reach areas or in Balkh, Herat, Bamiyan, Nangahar and Kandahar provinces with diverse communities, including the most marginalized women; |          |
|   | • Experience of work not only in Kabul and other major cities but also in hard to reach, insecure and challenging communities; |          |
|   | • Proven record of implementing women’s empowerment, protection, gender in humanitarian action and women, peace and security programming in Afghanistan; |          |
• Record and evidence of organizational culture of accountability, such as a written code of conduct, measures on anticorruption, protection against sexual exploitation and abuse and sexual harassment policy;
• Experience on bringing together women leaders, community members, representing diverse groups, and
• Demonstrated understanding on diversity and inclusion in Afghanistan particular at provincial level and capability to modify any activities relevant to this CfP accordingly to response to unique needs of each community and mitigate risks.

| TOTAL | 70 points |

11.2 PHASE II - FINANCIAL PROPOSAL (30 points)

Financial proposals will be evaluated following completion of the technical evaluation. The proponent with the lowest evaluated cost will be awarded 30 points. Other financial proposals will receive pro-rated points based on the relationship of the proponents’ prices to that of the lowest evaluated cost.

Formula for computing points:
Points = (A/B) Financial Points

Example: Proponent A’s price is the lowest at $10.00. Proponent A receives 30 points. Proponent B’s price is $20.00. Proponent B receives ($10.00/$20.00) x 30 points = 15 points

12. Preparation of proposal

You are expected to examine all terms and instructions included in the CFP documents. Failure to provide all requested information will be at proponent’s own risk and may result in rejection of proponent’s proposal.

12.1 Proponent’s proposal must be organized to follow the format of this CFP. Each proponent must respond to every stated request or requirement and indicate that proponent understands and confirms acceptance of UN Women stated requirements. The proponent should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the proponent’s proposal will be deemed as accepted by the proponent. The terms “proponent” and “contractor” refer to those organizations that submit a proposal pursuant to this CFP.

12.2 Where the proponent is presented with a requirement or asked to use a specific approach, the proponent must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

12.3 The terms of reference in this document provides a general overview of the current operation. If the proponent wishes to propose alternatives or equivalents, the proponent must demonstrate that any such proposed change is equivalent or superior to UN Women established requirements. Acceptance of such changes is at the sole discretion of UN Women.

12.4 Proposals must offer services for the total requirement, unless otherwise permitted in the CFP document and Annex 6. Proposals offering only part of the services may be rejected unless permitted otherwise in the CFP document.

12.5 Proponent’s proposal shall include all of the following labelled annexes:

| CFP submission (on or before proposal due date): |
| As a minimum, proponents shall complete and return the below listed documents (Annexes to this CFP) as an integral part of their proposal. Proponents may add additional documentation to their proposals as they deem appropriate. |
| Failure to complete and return the below listed documents as part of the proposal may result in proposal rejection. |

| Part of proposal | Annex B-1 Mandatory requirements/pre-qualification criteria |
| Part of proposal | Annex B-2 Template for proposal submission |
| Part of proposal | Annex B-3 Format of resume for proposed staff (max. 2 pages for each staff member) |
| Part of proposal | Annex B-4 Capacity Assessment minimum Documents |
If after assessing this opportunity you have made the determination not to submit your proposal, we would appreciate it if you could return this form indicating your reasons for non-participation.

13 **Format and signing of proposal**

13.1 The proposal shall be typed or written in indelible ink and shall be signed by the proponent or a person or persons duly authorized to bind the proponent to the contract. The latter authorization shall be indicated by written power-of-attorney accompanying the proposal.

13.2. A proposal shall contain no interlineations, erasures, or overwriting except as necessary to correct errors made by the proponent, in which case such corrections shall be initialled by the person or persons signing the proposal.

14 **Award**

14.1 Award will be made to the responsible and responsive proponent with the highest evaluated proposal following negotiation of an acceptable contract. UN Women reserves the right to conduct negotiations with the proponent regarding the contents of their proposal. The award will be in effect only after acceptance by the selected proponent of the terms and conditions and the terms of reference. The agreement will reflect the name of the proponent whose financials were provided in response to this CFP. Upon execution of agreement UN Women will promptly notify the unsuccessful proponents.

14.2 The selected proponent is expected to commence providing services as of the date and time stipulated in this CFP.

14.3 The award will be for an agreement with an original term of [number of months/year(s)] with the option to renew under the same terms and conditions for an additional period or periods as indicated by UN Women.
Annex B-2
Template for proposal submission

Call for Proposal
Description of Services: Establishment and Running of Five Multi-Purpose Women Centers to support enabling space for women’s empowerment and access to services and livelihoods skills
CFP No. AFG-WPS/GiHA-CFP-001-2021

Mandatory requirements/pre-qualification criteria

Proponents are requested to complete this form (Annex B-2) and return it as part of their submission. Proponents must meet all mandatory requirements/pre-qualification criteria as set out in Annex B-1. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in Annex B-1. UN Women reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

Component 1: Organizational Background and Capacity to implement activities to achieve planned results (max 1.5 pages)

This section should provide an overview with relevant annexes that clearly demonstrate that the proposing organization has the capacity and commitment to implement successfully the proposed activities and produce results. Key elements to be covered in this section include:

1. Nature of the proposing organization – Is it a community-based organization, national or sub-national NGO, research or training institution, etc.?
2. Overall mission, purpose, and core programmes/services of the organization
3. Target population groups (most marginalized women, IDP, people with disabilities, indigenous peoples, youth, etc.)
4. Organizational approach (philosophy) - how does the organization deliver its projects, e.g., conflict and gender-sensitive, rights-based, etc.
5. Length of existence and relevant experience
6. Overview of organizational capacity relevant to the proposed engagement with UN Women (e.g., technical, governance and management, and financial and administrative management)

Component 2: Expected Results and Indicators (max 1.5 pages)

This section should articulate the proponent’s understanding of the UN Women Terms of Reference (TOR). It should contain a clear and specific statement of what the proposal will accomplish in relation to the UN Women TOR. This should include:

1. The problem statement or challenges to be addressed given the context described in the TOR.
2. The specific results expected (e.g., outputs) through engagement of the proponent. The expected results are the measurable changes which will have occurred by the end of the planned intervention. Propose specific and measurable indicators which will form the basis for monitoring and evaluation. These indicators will be refined, and will form an important part of the agreement between the proposing organization and UN Women.

Component 3: Description of the Technical Approach and Activities (max 2.5 pages)

This section should describe the technical approach and should be able to show the soundness and adequacy of the proposed approach, what will actually be done to produce the expected results in terms of activities. There should be a clear and direct linkage between the activities and the results at least at the output level. Specific strategies should also be described to support
the achievement of results, such as building partnerships, etc.

Activity descriptions should be as specific as necessary, identifying what will be done, who will do it, when it will be done (beginning, duration, completion), and where it will be done. In describing the activities, an indication should be made regarding the organizations and individuals involved in or benefiting from the activity.

This narrative is to be complemented by a tabular presentation that will serve as Implementation Plan, as described in Component 4.

**Component 4: Implementation Plan (max 1.5 pages)**

This section is presented in tabular form and can be attached as an Annex. It should indicate the sequence of all major activities and timeframe (duration). Provide as much detail as necessary. The Implementation Plan should show a logical flow of activities. Please include in the Implementation Plan all required milestone reports and monitoring reviews.

**Implementation Plan**

<table>
<thead>
<tr>
<th>Name of Proponent Organization:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief description of Project:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Start and End Dates (DD/MM/YEAR):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief Description of Specific Outputs with corresponding indicators, baselines and targets. Repeat for each result. NOTE: refer to outputs and activities specified below</td>
</tr>
</tbody>
</table>

**Output 1:** Women in humanitarian settings have increased resources and capacities to build resilience in their families and communities;

**Output 2:** Women's livelihoods strengthened through increased access to skills and resources

List the activities necessary to produce the results. Indicate who is responsible for each activity (NOTE: refer to outputs 1 and 2 mentioned above and activities specified below)

<table>
<thead>
<tr>
<th>Activity (NOTE: refer to activities specified below)</th>
<th>Duration of Activity in Months (for 18 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Set up and run five MPWCs for the protection and empowerment of crisis-affected women and girls, and ensure their access to life saving information, services, awareness</td>
<td>1 2 3 4 5 6 7 8 9 10 11 12 1 3 4 5 6 7 1 8</td>
</tr>
</tbody>
</table>
raising and skill building activities

| 2.1 Provide technical and financial support to women-led businesses and/or micro, small & medium enterprises (MSMEs) to develop, sustain and expand their businesses |
| 2.2 Support vulnerable women and girls through cash-based initiatives, including cash for work (CfW), to secure their livelihoods |
| 2.3 Support vulnerable women and households with livelihood skills and resources to income generating activities and linkages to markets |

**Monitoring and Evaluation Plan** (max. 1 page)

This section should contain an explanation of the plan for monitoring and evaluating the activities, both during its implementation (formative) and at completion (summative). Key elements to be included are:

- How the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan
- How any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received
- How the participation of community members in the monitoring and evaluation processes will be achieved

**Component 5: Risks to Successful Implementation** (1 page)

Identify and list any major risk factors that could result in the activities not producing the expected results. These should include both **internal factors** (for example, impact of banking sector, limitations on women’s access to work, any other factors that may fail to work as projected) and **external factors** (for example, significant currency fluctuations resulting into changes in the economics of the activity, impact of any governmental policies). Describe how such risks are to be mitigated.

Include in this section also the key **assumptions** on which the activity plan is based on. In this case, the assumptions are mostly related to external factors (for example, governments’ policies remaining stable) which are anticipated in planning, and on which the feasibility of the activities depend

**Component 6: Results-Based Budget** (max. 1.5 pages)

The development and management of a realistic budget is an important part of developing and implementing successful activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact. The
following important principles should be kept in mind in preparing a project budget:

- Include costs which relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.

- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that would cost less.

- The budget should include all costs associated with managing and administering the activity or results, particularly include the cost of monitoring and evaluation.

- The budget could include “Support Costs”: those indirect costs that are incurred to operate the Partner as a whole or a segment thereof and that cannot be easily connected or traced to implementation of the Work, i.e., operating expenses, over-head costs and general costs connected to the normal functioning of an organization/business, such as cost for support staff, office space and equipment that are not Direct Costs.

- “Support Cost Rate” means the flat rate at which the Partner will be reimbursed by UN Women for its Support Costs, as set forth in the Partner Project Document and not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower. The flat rate is calculated on the eligible Direct Costs.

- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state what the money is to be used for.

- The figures contained in the Budget Sheet should agree with those on the proposal header and text.

<table>
<thead>
<tr>
<th>Output 1 Repeat this table for each Output.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure Category</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>1. Personnel</td>
</tr>
<tr>
<td>2. Equipment / Materials</td>
</tr>
<tr>
<td>3. Training / Seminars / Travel Workshops</td>
</tr>
<tr>
<td>4. Rental / Infrastructural costs</td>
</tr>
<tr>
<td>4. Contracts</td>
</tr>
<tr>
<td>5. Other costs</td>
</tr>
</tbody>
</table>

6 “Other costs” refers to any other costs that is not listed in the Results-Based Budget. Please specify in the footnote what they are: __________________________________________________________
6. Incidentals

7. Other support requested

8. Support Cost (not to exceed 8% or the relevant donor %)

<table>
<thead>
<tr>
<th>Total Cost for Output 1</th>
</tr>
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<tbody>
<tr>
<td></td>
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</table>

<table>
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<tr>
<th>Total Cost for Output 1</th>
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<td></td>
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<table>
<thead>
<tr>
<th>Total cost for Output 3... add as many as needed and in the end provide total project cost</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

I, (Name) __________________________________________________________________________ certify that I am (Position) __________________________ of (Name of Organization) __________________________________; that by signing this Proposal for and on behalf of (Name of Organization) __________________________, I am certifying that all information contained herein is accurate and truthful and that the signing of this Proposal is within the scope of my powers.

I, by signing this Proposal, commit to be bound by this Technical Proposal for carrying out the range of services as specified in the CFP package and respecting the Terms and Conditions stated in the UN Women Partner Agreement template (Document attached).

____________________________________   (Seal)

(Signature)

(Printed Name and Title)

(Date)
Annex B-3
Format of resume for proposed staff (max 2. pages/staff member)

Call for Proposal

Description of Services: Establishment and Running of Five Multi-Purpose Women Centers to support enabling space for women’s empowerment and access to services and livelihood skills

CFP No. AFG-WPS/GiHA-CFP-001-2021

Name of Staff: ___________________________________________________

Title: ___________________________________________________________

Years with NGO: _____________________ Nationality: __________________

Education/Qualifications: (Summarize college/university and other specialized education of staff member after high school, giving names of schools attended after high school, dates attended and degrees-professional qualifications obtained).

Employment Record/Experience

(Starting with present position, list in reverse order, every employment held. List all positions held by staff member since graduation, giving dates, names of employing organization, title of position held and location of employment and main responsibilities. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment). NOTE: Resume shall not exceed two (2) pages for each employee. If longer than two pages, only first two pages will be considered.

References

Provide names and addresses for two (2) references.
Annex B-4

Capacity Assessment minimum Documents
(to be submitted by potential Responsible Parties and submission assessed by the reviewer)

Call for Proposal

Description of Services: Establishment and Running of Five Multi-Purpose Women Centers to support enabling space for women’s empowerment and access to services and livelihoods skills

CFP No. AFG-WPS/GiHA-CFP-001-2021

Governance, Management and Technical

<table>
<thead>
<tr>
<th>Document</th>
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<tbody>
<tr>
<td>Legal registration</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Rules of Governance / Statues of the organization</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Organigram of the organization</td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of Key management</td>
<td>Mandatory</td>
</tr>
<tr>
<td>CVs (max 2 pages) of each key staff proposed for the engagement with UN Women</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Anti-Fraud Policy Framework which is consistent with UN women's one or adoption of UN Women anti-fraud policy</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Sexual Exploitation and Abuse (SEA) policy consistent with the UN SEA bulletin ST/SGB/2003/13</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Where RP has adopted UN Women SEA Protocol, RP has to ensure to have developed a SEA policy;</td>
<td></td>
</tr>
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</table>

Administration and Finance

<table>
<thead>
<tr>
<th>Document</th>
<th>Mandatory / Optional</th>
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<tbody>
<tr>
<td>Administrative and Financial Rules of the organization</td>
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<tr>
<td>Internal Control Framework</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Audited Statements of last 3 years</td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of Banks</td>
<td>Mandatory</td>
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<tr>
<td>Name of External Auditors</td>
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Procurement

<table>
<thead>
<tr>
<th>Document</th>
<th>Mandatory / Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy/Manual</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Templates of the solicitation documents for procurement of goods/services, e.g. Request for Quotation (FRQ), Request for Proposal (RFP) etc.</td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of main suppliers / vendors and copy of their contract(s) including evidence of their selection processes</td>
<td></td>
</tr>
</tbody>
</table>

Client Relationship

<table>
<thead>
<tr>
<th>Document</th>
<th>Mandatory / Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of main clients / donors</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Two references</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Past reports to clients / donors for last 3 years</td>
<td></td>
</tr>
</tbody>
</table>
What is a UN Women supported Multi-Purpose Women Center (MPWC)

A multi-purpose women centre (MPWC) is a place where women and girls can go to at any time to feel safer and empowered and have access to information, education, skills training, recreational activities, support and services. These spaces support women and girls to recover from violence, trauma and stress, form networks and access support, safety and opportunities. It is a space where women and girls feel comfortable and enjoy the rights of freedom to express themselves without the fear of judgment or harm. These are often integrated spaces offering a range of services including resources, information, social networks, childcare, wash facilities, livelihoods skill training, leadership training, to essential and discrete clinical care and sexual reproductive health services. MPWCs are safe spaces for women and girls in the community, culturally-appropriate and tailored to the context. MPWCs can be used for various activities such as: GBV case management, individual or group counseling, psychosocial support, safety planning and risk reduction, skills-building, non-food item (NFI) distribution, recreational activities. Information on critical issues can be shared in these spaces such as where/how to access humanitarian services and information on services, relief, women’s leadership and empowerment, sexual and reproductive health, legal rights, childcare, and GBV prevention and response. MPWCs are safe spaces that promote women’s protection and empowerment and help mitigate risk of GBV. Why do women and girls need special support in emergencies? Evidence suggests that the establishment of women- and/or girl-only spaces helps to reduce risks and prevent further harm during acute emergency responses. These spaces provide women and girls with a safe entry point for life-saving services and a place to access information. Safe gathering points also offer them an opportunity to engage with each other, build important connections, solidarity and support with other women and girls, exchange information, and rebuild community networks and support. Safe spaces can be a keyway of building women and girls' social assets.

The key objectives of a MPWCs are to provide a place where women and girls can:

- Socialize and re-build their social networks in different environment;
- Receive social support;
- Acquire context-specific relevant skills (income generation, life skills, second change education, leadership skills);
- Referral services to access safe and non-stigmatizing multi-sectorial GBV response services (psychosocial, legal, medical);
- Receive information on issues related to women’s rights, health, and services provided by various government and non-government sector;
- Develop linkages with other services providers for assistance.

In addition, the activities of the MPWCs may also integrate additional key elements including:

- Women’s leadership and participation in community groups, systems and decision-making bodies in the local and district level.
- Women’s economic empowerment and livelihoods enhancement.
- Community engagement and social norms change instantiates.
- Awareness raising sessions on nutrition, GBV, menstrual hygiene, human rights etc.

What are the guiding principles of a MPWC

The MPWCs must:
Promote the leadership, participation and empowerment of women and girls.

Engage women and girls in all aspects and activities of the center including construction, design, planning and overall management. Engage with and consult women and girls at each stage of the program. Ensure the MPWC and its activities are women-led and girls-led.

Be Safe and accessible for all women and girls. Take initiative to engage women in the overall running of the centre activities.

Be inclusive by consulting and serving all women and girls in a given community, especially the most marginalised and neglected.

Coordinate multi-sectorial support services and referral mechanisms including under the GBV Sub-Sector. Coordinate with the GBV Sub Cluster and GBV response agencies (i.e.: UN Women’s Women Protection Centres, Family Guidance Centres and the United Nations Population Fund’s (UNFPA) Family Protection Centres and Women Health Spaces); know the referral system and ensure you update the referral pathway regularly based on actual availability of services.

Provide needs-based support adjusted according to needs assessments and community feedback within the scope of MPWC.

Ensure adequate outreach and orientation to communities to encourage women and girls to participate in centre activities and seek support from the centre if needed.

Establish safe and accessible community feedback mechanisms on the MPWC management and its activities, as well as any other overall concerns, complaints and feedback including on sexual exploitation and abuse, and make sure women and girls are aware of these.

Ensure safe and ethical data collection and management.

Ask women and girls what they want to call their MPWC. Women and girls should be involved in the naming process. Do not call MPWC a ‘GBV centre’ or anything that suggests anyone going there has experienced GBV – that would make it unsafe for both survivors and staff. Offering a variety of services that are not related to GBV allows survivors to access services more safely and discreetly.

If your organization operates centers for women and girls where GBV survivors can receive services, it is important to keep the centre a women only space. This to protect the psychological and physical safety of all the women and girls who come to the centre.

Ensure gender-responsive women-only WASH facilities (latrines, showers, clothes wash and drying area, drying place for reusable menstrual hygiene items, etc)

Ensure to hire ALL female staff to operate the MPWC and ensure all staff and volunteers and trained on and adhere to GBV guiding principles, code of conduct, women/survivor-centered support including by technically supervising and supporting staff in their roles.

Ensure your MPWC is known to, accessible for and tailored to the needs of ALL women and girls and that you are reaching the most isolated, marginalized women and girls, including those with disabilities, adolescent girls, older women, transwomen, pregnant and lactating women.

Things not to do in MPWC:

DON’T Locate the MPWC in an area in close proximity to religious buildings or other areas where men largely frequent.

DON’T ever hire male staff for the women and girl only space.

DON’T ever allow men in the MPWC – this rule may be breached in exceptional circumstances where a senior male official (UN, Government, Donor) is visiting the camp for a special monitoring purpose or advocacy related purpose, but this is only allowed if it is fully agreed to based on seeking consent from the women in the centre.

DON’T Use “GBV”/”SGBV” or use any other sensitive title in the name and sign post for your MPWC – this exposes women and girls to stigma and jeopardizes their safety and security.

DON’T assume you know about the needs and priorities of women and girls in the community you are working without consulting with them – only they know this.

DON’T Allow men to loiter or gather right outside the MPWC – this will jeopardize the safety and accessibility of the MPWC for women and girls – seek appropriate assistance if you need it to send them on their way.

DON’T Treat women as beneficiaries but rather as active agents and leaders of the centre and its activities.

Set-up of MPWC

See Guidance for Women Safe Spaces for sample models and floor plans.

Minimum facilities:
- Private space for counselling
- Health clinic room
- Childcare room
- Livelihoods skills training room (with relevant equipment and tools)
- WASH area with showers, toilets and drying area
- Learning/education space
- Adolescent girls only space
- Open assembly space

For more detailed considerations and guidance on MPWC construction, location, layout and identification, see Guidance for Women Safe Spaces.

General guidelines:

- Consult with women and girls in the target area about where they would like their space – hold a focus group discussions (FGD) with groups of women and groups of girls to find out from them which is their preferred area, or what type of area would they feel safest in to access and participate
- Don’t place the safe space facility near or next to spaces where men congregate (mosques or other religious buildings; cafes; distribution sites; gas stations or vehicle repairs; etc.)
- Locate the MPWC near a water point so easy access to water source for the MPWC (limiting the time and distance staff and volunteers have to travel to re-stock)
- Conduct a rapid service mapping to understand what services are in the area > Locate your MPWC near a functioning primary health care facility - try to place your MPWC (less than 1 km) away from there in case of referrals for health services.
- As part of the service mapping and essential service audits, visit the nearest health care facility and find out what services they provide (clinical management of rape, SRH services; child and maternal care, etc.) and if they a have female staff present; plus opening and working hours
- Locate your MPWC near good access roads, with clear paths leading to and from the MPWC. Always ensure there is good lighting leading to the site (if no lighting exists – this is strong advocacy point to camp/site management and other relevant sectors) > However, try not to put it actually on a main road or a central path/thoroughfare as there will likely be a lot of people and/or vehicle traffic and movement which would disrupt the ambiance, security and integrity of it being a safe and confidential space for women and girls, with men frequenting back and forth. If you have already located your MPWC on a main road or path, ensure that the public cannot look into the MPWC through open windows, low walls, or wide doors. Ensure the front is concealed and private – consider putting up high walls and a privacy screen on the other side of the entrance so people can see into the space.
- Don’t put your MPWC in a really remote area or space surrounded by bush/jungle where there are no other services or community – this will force women and girls, and the MPWC staff, to travel through potentially dangerous spaces to access the MPWC
- Don’t include the MPWC within a public building or structure (i.e. a primary health care facility) – as men will also be accessing those wider services, and thus be around the MPWC, this would undermine the integrity of the space being safe, confidential, comfortable and accessible for women and girls; women and girls attending and accessing services will be seen by the community potentially leaving them open to stigmatization and potential perpetrator retaliation
- Consider the disaster and weather change resistance of the structure of the MPWC including by consulting with relevant winter, flooding, landslides etc. preparedness actors.

Staffing of MPWC

See Guidance for Women Safe Spaces for sample job descriptions for MPWCs.

Minimum staffing requirements for MPWCs:

- Centre Manager
- Livelihoods Coordinator
- GBV Response officer/Case Worker
- Community Outreach Workers
• Child caretaker
• Guard
• Cleaner

Additional staff based on centre activities
• Second Chance Education Teacher
• Leadership Facilitator
• Paramedic
• Psychosocial support (PSS) Counsellor
• Adolescent Girls Officer
• Midwife

Capacity Building/Training/On-going learning:
• Check in with MPWC staff on what types of half day capacity building they need/want to improve their skillset and assist them in enhancing the MPWC.
• Discuss with staff on a monthly basis on what specialized services they may need training in order to improve service provision in the MPWC.
• Ensure that all staff receiving regular, weekly, on-the-job mentoring and on-going practical learning opportunities provided by technical specialists.
• Ensure all staff are trained on gender, GBV, child protection, PSEA and AAP principles and approaches

Activities

Key things to consider:
• Have you created a weekly schedule of activities?
• Is the schedule of activities on the wall and accessible/readable for women and girls accessing the MPWC?
• Have you asked women and girls if the MPWC sessions and activities should be held in the morning or afternoon?
• What days are best for the MPWC to be open?
• Have you considered who will clean the safe space (it will need to be a female to maintain the integrity of the MPWC)?
• Have you received feedback from women and girls on activities? How should the activities adapt based on feedback?
• Have you ordered the supplies needed for the MPWC? What is the schedule for ordering supplies?

Minimum activity requirements:
• Individual and group counselling
• Livelihoods skills training (tailoring, production of key items, etc.)
• Regular learning/education/information/orientation session on life skills, literacy/numeracy skills, financial management, entrepreneurship, leadership skills, sexual and reproductive health, gender equality and women’s rights, etc.

Community Feedback and Accountability Mechanisms

Minimum requirements for MPWCs:
• The MPWCs must have an effective and inclusive feedback and complaint mechanism to ensure that all beneficiaries have the basic right to file a complaint regarding unfair treatment, report cases of misconduct and seek fulfilment of their right to appropriate assistance.
• Beneficiaries must be informed about the agency’s complaint mechanism during the enrolment phase. Such information as well as UN Women’s Code of Conduct must be included in the recruitment agreement (in Pashto and Dari).

• The partner organisation must conduct frequent trainings with all MPWC field staff, beneficiaries and partner staff, including for all newly recruited staff/volunteers and quarterly/biannual refresher sessions on PSEA, zero tolerance of abuse of power, code of conduct, accountability for affected populations, UN Women core values and principles, complaint & feedback mechanism

• Need effective segregation of duties between MPWC staff and accountability mechanism to extent possible

• Conduct quarterly consultations (one-on-one and FGDs) with beneficiaries in each MPWC and submission of reports to senior management.

• Hang up zero tolerance posters and cards in all MPWCs clearly explaining in local languages UN women’s accountability policy and mechanism along with relevant contacts

• Establish effective complaint and feedback hotline to be managed by dedicated accountability staff (preferably local and female who speaks relevant local languages)

• Install complaint and suggestion boxes in all MPWCs with lock, only to be opened and managed by designated focal points

• Due to nature of PSEA complaints, beneficiaries would feel more comfortable in reporting to female staff who understands the context and language.

• Full confidentiality and no repercussions must always be ensured for all complaint/feedback cases, and the name of the person raising the complaint/feedback must only be revealed to designated focal points and senior management if there is full and informed consent.

• For each complaint or feedback received the person complaining should receive a follow-up response within no more than three weeks (21 days). In case of anonymous reporting, there should be a general follow-up response within no more than three weeks.

• If a beneficiary does not feel comfortable addressing the complaint to UN Women or partner staff due to severe sensitivities; or if no feedback is provided during the timeframe that was set; or if the beneficiary is not satisfied with the feedback that was provided, s/he can bring the complaint to the relevant inter-agency feedback and complaint mechanisms.

• Received messages, feedback and complaints should be logged in a prescribed format through an information management system/data base. This should be maintained in a dedicated logbook by the designated focal points, including closing cases, as applicable, within the relevant timeframe. Each entry should be concluded as ‘No further action’, ‘Resolved’, ‘Pending’ or ‘Referred to other org’.

• Every quarter, the entries in the logbook should be analyzed and presented in the form of diagrams/bar charts as possible, to assess the kind of feedback/complaints received, and the amount of response taken to close the case, or level of programs adapted for improvement based on the feedback.