

## CALL FOR EXPRESSION OF INTEREST [TO BE ISSUED BY UNHCR]

Note: The purpose of the Call for Expression of Interest (CfEol) is to solicit interest from existing or prospective partners that wish to collaborate with UNHCR to achieve common outcomes.

UNHCR Offices are required to provide context for the partnership and selection criteria. A sample template for a Call for Expression of Interest (CfEol) is below.

Please note that the following template mirrors the structure of the information required on the UNPP for the CfEol. Any supplementary information should be attached as an additional document.

### CALL FOR EXPRESSION OF INTEREST (CfEol)

Project Details	
CfEol ID	HCR/AFG/2024/004
Title	Community-based protection monitoring, engagement and targeted protection support for asylum-seekers and refugees, IDPs, and IDP and refugee returnees in Afghanistan
Project/Programme Focal Point(s)	Mildred Watchipa – Senior Programme Officer Valerie Schamberger – GBV Officer Tahira Basharat – Assistant Protection Officer
Project location	20 PARRs with limited interventions in other areas subject to assessment findings. Focus will be on refugee returnees as main target population. Interventions outside the 20 PARR areas will be very limited as it will depend on the number of refugee returnees to these non-PARR areas. Please refer Annex A2 - 2025-2027 PARRs
Sector(s) and Area(s) of Specialization	
Sector(s)	Protection
Area(s) of Specialization	OA 7 - Community-Based Protection
Issued by	UNHCR
Project background:	
Processing of personal data <sup>1</sup> (if required within the partnership)	C2C arrangement
Direct contact with forcibly displaced and stateless persons	YES
<b>Operational environment</b> With the end of major hostilities in Afghanistan, after more than 40 years and the consolidation of control by the Taliban led de facto authorities (DfA) in August 2021, conflict is no longer the primary driver of displacement. However, 3.14 million Afghans remain displaced because of conflict within the country and over 5.53 million Afghans are registered refugees or in refugee-like situations in the region, hosted mainly in Iran and Pakistan. An estimated 35,119 refugees and asylum-seekers are living in Afghanistan. Returns of Afghans from Pakistan and Iran, including forced returns, are expected to continue. Projections indicate over 1.46 million Afghans from Pakistan and Iran will return in 2024. This is adding to the already high number of refugee returns	

<sup>1</sup> Please see below for arrangement definitions for processing of personal data.



received from Pakistan following the implementation of the 'Illegal Foreigners Repatriation Plan' in the last quarter of 2023 as well as the high number of deportations of Afghan refugees from Iran.

While the change in power in Afghanistan in August 2021 is the most important development of the recent past, large-scale returns from Pakistan in 2023, the June 2022 and October 2023 earthquakes and other natural and climate disasters, such as the flooding experienced in 2024, have contributed to a significantly changed environment.

### Priority Problems

Afghan people experience poverty, hunger and malnutrition, a fragile public health system as well as reduced resilience, coping and adaptation abilities to climate change shocks and natural disasters. Protection monitoring indicates that over half of Afghans are distressed, and one in five individuals is suffering from severe forms of mental health problems (HNRP 2024).

In view of this situation, there is increasing need for the humanitarian and the basic human needs communities to get reliable estimations of population figures and to fill information gaps about access to services, socio-economic conditions, community profiles and protection needs as well as to assess durable solutions – including reintegration – prospects.

The protection situation in the country is fast evolving, requiring continuous and robust monitoring of protection risks and needs for evidence-based programming, strategic decision making and joint advocacy. Decrees restricting the right to work for Afghan women employed by NGOs and UN organisations have significantly constrained access to vulnerable women and girls and impacted the ability to provide services.

While the operational space for national and international organizations across all sectors has been severely eroded, civil society organizations, including women-led and women-focused CSOs and leaders have faced a significant reduction in operations and staff capacity, forcing many to cease operations and others to fight hard to remain operational. The renewal of licenses for other civil society organizations, such as organizations of persons with disabilities (OPDs) has been paused.

At the same time, displaced and returnee populations, especially women, rely on community structures and social networks as essential entry points for information sharing, services, and support.

### Strategic Objectives

Strengthened civil society will contribute to the development of localized protection and solutions initiatives. This is particularly important in the context of Afghanistan, where many rural areas are not served through the de-facto authorities, humanitarian or basic human needs partners and where local initiatives will play a crucial role in ensuring both the sustainability of interventions as well as swift response to emergency needs.

Considering the complex and continuously evolving protection environment in the country, participatory methodologies, including community-based protection monitoring, community profiling and participatory assessments are key to identify the needs of displaced and returnee populations and to ensure that priorities of women, men, girls and boys of diverse backgrounds are reflected in protection, assistance and solutions programming.

Robust and accessible communication channels are instrumental to allow UNHCR and partners to capture the different capacities, needs, and exposure to protection risks of the women, men, girls, and boys and incorporate them into assessments, planning, implementation, monitoring, reporting, and evaluation.



Communication channels with populations of concern are also a way to report on and address fraud and corruption allegations, building the trust from refugees, asylum-seekers, IDPs and returnees and from the humanitarian community as a whole.

In addition to continuous and meaningful engagement with the community and considering the acute gap in services and the diminished protection environment, there is also a need for targeted programming to support vulnerable individuals with specific needs in mitigating immediate protection risks and vulnerabilities through case management and assistance.

Community-based mental health programming is of vital importance to address the significant mental health needs of men, women, boys and girls in Afghanistan, where decades of conflict and violence have led to widespread trauma, anxiety and depression and where entrenched poverty and limited opportunities – especially for women and youth - contribute to feelings of hopelessness and despair. Targeted MHPSS not only helps to address individual needs, but also support social cohesion and the empowerment of the community.

Limited access to education has been identified as the key factor contributing to the mental health crisis among girls and adolescents. Due to their limited access to education, refugee children are especially vulnerable. Facilitating access to education is also among the key measures to strengthen the agency of women and girls and to promote their economic empowerment and resilience. Currently, educational programs in the schools offer a very long and outdated curriculum where students never learn new technology and how the world is changing, and they are never put into a situation where their creativity could practice the challenge. Majority of the population in Afghanistan under the age of 25, instead of being a very strong workforce behind a growing economy, most of them staying unemployed at home. As per the information, over 3 million school-age children are out of school in Afghanistan (60% of them are girls), with displacement playing an important role in children either not going to school or dropping from school.

UNHCR will seek to engage in interventions fostering active participation and engagement of the community across all regions, targeting asylum-seekers and refugees, IDPs, IDP and refugee returnees, and host community members.

To evaluate the effectiveness and impact of UNHCR's interventions supporting forcibly displaced populations, UNHCR will establish strong monitoring and evaluation systems. These will allow UNHCR to measure progress towards its goals, identify gaps in service delivery, and adjust strategies to enhance the effectiveness of its programs.

#### **Target populations**

The project targets:

- Asylum-seekers and refugees;
- IDPs;
- Refugee and IDP returnees.

#### **Expected results:**

To ensure the adequate protection of forcibly displaced and stateless persons, UNHCR requires partners to adhere to applicable sector standards outlined within UNHCR's areas of specialization.

#### **Impact Area 1 (Protect):**

By 2027, more forcibly displaced, returnees, stateless people and vulnerable host communities, especially women and girls can increasingly exercise their rights in safety and dignity.

#### **Outcome Area 7 (Community Engagement):**



More forcibly displaced and returnee communities are empowered to increasingly participate in decisions that affect them.

**In collaboration with its partners, UNHCR seeks to implement a variety of activities to achieve this outcome.**

**Partners can apply to one, several or all of the below mentioned activities.**

#### **OA7 – 1 Community-Based Protection Monitoring**

Protection monitoring is crucial to understand better the protection needs and priorities of displaced, IDP and refugee returnee and host communities, as well as to inform evidence-based programming, strategic decision making and advocacy.

The selected partner will be responsible for the following specific activities targeting 75,000 asylum-seekers and refugees, IDPs and IDP and refugee returnees across the country: <sup>[66]</sup>

- Increase the understanding of protection risks and specific vulnerabilities of refugees and asylum-seekers, returnees and IDPs through the collection of quantitative and qualitative data, using inter-agency tools jointly with the Afghanistan Protection Cluster, and employing an age, gender and diversity (AGD) approach. Conduct household assessments, key informant interviews and FGDs with communities across Afghanistan.
- Through protection monitoring, identify persons with specific needs (PSN) and individuals with protection needs for onward referrals to UNHCR and external partners in line with inter-agency referral pathways.
- Contribute to multi-sectoral emergency assessments organized at the inter-agency level to respond to new displacements resulting from conflict or natural disasters.
- Promote the participation of women in the assessment teams and among the assessed population. Encourage the participation of persons with disabilities.
- Effectively coordinate with community structures to ensure access and identification of those most in need.
- Identify communities that will benefit from UNHCR Co-PROSPER interventions to address protection risks at the community level.

Partners applying for CBPM are encouraged to also apply for the following project components: Rapid Household Needs Assessment as well as Community Engagement.

#### **OA7 – 2 Community Engagement:**

As part of UNHCR's strategic objective to strengthen its engagement and communication with communities, UNHCR and its partners have established a country-wide network of community-outreach volunteers (COVs), nearly 50% of whom are female. Placing communities at the centre of the response and empowering them to become agents of their own protection has significantly improved UNHCR's outreach to the most vulnerable population groups, especially women, girls and persons with disabilities.

COVs play a crucial role in establishing effective two-way communication through informing community members about available services and complaints and feedback mechanisms, raising awareness about key protection issues, establishing information desks to support UNHCR distributions or activities, and supporting referrals to service providers through the community. On the other hand, they also report on communities' needs and challenges, allowing UNHCR and its partners to adapt their programming and engagement. The COV network is also of crucial importance to swiftly gather information on community needs during emergencies and in remote areas.



By supporting their own communities, sharing accurate information and helping them to navigate access to appropriate services, the COVs will help to reduce perceived competition for services and to address presumptions of preferential treatment of certain population groups. Strengthening interaction and communication between displaced, returnee and host communities through joint awareness sessions also fosters social cohesion and trust.

To mobilize the communities and enhance their abilities to identify and respond to protection risks, UNHCR and partners will strengthen the community's participation and self-management. Through structured engagement, UNHCR and its partners will mobilize the community to design and lead initiatives. UNHCR and partners will also work on identifying and supporting existing community structures and community-based organizations, including women-led organizations and organizations of persons with disabilities, through training, mentoring and financial support.

Given the severe restrictions on women and girls' participation in public life and decision making, capacity building and specialized support to women leaders and women-led civil society organizations will be needed to support their work. Promoting partnerships with representative organizations of persons with disabilities (OPDs) is key to strengthening targeted support and to remove barriers to inclusion.

In order to build partnerships with forcibly displaced persons of all ages and backgrounds and to promote meaningful participation through structured dialogue, UNHCR and the partner will organize and conduct a comprehensive participatory assessment. This assessment will include separate discussions with women, girls, boys, and men, including youth, in order to gather accurate information on the specific protection issues they face and the underlying causes, to understand their capacities, and to hear their proposed solutions.

The selected partner will be responsible to implement the following activities targeting asylum-seekers and refugees, IDPs and IDP and refugee returnees countrywide:

- Managing a network of Community Outreach Volunteers (COVs) to conduct outreach and awareness raising activities and identify and refer protection cases in line with inter-agency referral pathways.
- Support community- and youth-led initiatives and community-based organizations, including organizations led by women or persons with disabilities.
- Organize participatory assessments applying an AGD approach and engaging asylum-seekers and refugees, IDPs, returnees, and host communities.
- Overall, the project intends to reach # 220,000 individuals.

Partners applying for Community Engagement are encouraged to apply for the following project components: RHAF as well as CBPM.

### **OA 7 - 3 Rapid household needs assessments**

UNHCR relies on its rapid household assessment form (RHAF) to gather a comprehensive dataset on the assistance needs of newly displaced and returnee populations. The RHAF is designed to comprehensively assess the eligibility of the most vulnerable households for a variety of UNHCR programs, including shelter, core relief items (CRI), cash assistance or protection.

The selected partner will be responsible to implement the following activities targeting asylum-seekers and refugees, IDPs, IDP and refugee communities countrywide:

- Conduct timely and efficient RHAF assessments with potential recipients (in person unless in exceptional cases).
- Engagement with the target populations by disseminating information on the program to potential recipients and non-recipients.



- Effective coordination with community elders, local authorities (if needed) and other relevant key stakeholders on identification of vulnerable households and other aspects related to the project implementation.
- Notification of selected recipients of upcoming cash distribution exercises and related processes.
- Management and or monitoring of cash distribution exercises in coordination with UNHCR, Financial Service Providers and other stakeholders.
- The partnership will also require follow up with relevant actors on other needs identified during RHAF assessments and marked for referral. This is to ensure that in-need households receive adequate additional support from other actors whether further support is needed.
- The activities will target # 75,000 households (525,000 individuals)

Partners applying for RHAF are also encouraged to apply for the following project components: CBPM as well as Community Engagement.

#### **OA7 –4 Complaints and feedback mechanisms**

Operationalizing UNHCR's commitments to mainstreaming age, gender, and diversity (AGD) and accountability to affected populations (AAP), UNHCR seeks to ensure that forcibly displaced, returnee and host communities from different backgrounds, especially women and girls, enjoy equality in decision making and in the provision of services and can make their voices heard.

Complaints and feedback mechanisms are integral components to enhancing accountability and transparency, serving as channels through which affected populations can voice their concerns, provide feedback on services, and seek assistance.

In the first half of 2024, a total of 31,087 questions, feedback, suggestions and complaints were recorded by UNHCR and partners via the existing Complaint and Feedback mechanism, including 36% of women and girls. Most of these were requests for assistance and/or interventions, followed by requests for information, provisions of feedback and complaints.

UNHCR intends to: (i) maintain feedback and response systems allowing protection providers to hear directly from persons of concern, to have a real-time understanding of the protection risks they face, and to gauge the effectiveness of protection, assistance and solutions programme; (ii) Ensure the views of vulnerable populations including women and refugees are captured and taken into consideration; and (iii) Ensure refugees, asylum-seekers, IDPs and returnees receive an answer to their queries.

With this partnership, the below results are expected:

- **# 60,000 queries** from refugees, asylum-seekers, IDPs, and IDP and refugee returnees are annually received country-wide by UNHCR and partners through CFM operators (7,500 queries per region)
- All queries received from refugees, asylum-seekers, IDPs and IDP and refugee returnees are provided with a response by UNHCR and partners – including through partner CFM operators - in line with agreed-upon Standard Operating Procedures.
- All refugees, asylum-seekers, IDPs and IDP and refugee returnees have access to an adequate channel tailored to their capacities and needs.

#### **OA 7 – 5 Support for persons with specific needs (PSN)**



Considering the dire socio-economic situation and the heavily constrained protection environment, UNHCR seeks to provide targeted protection and assistance to asylum-seekers and refugees, IDPs, IDP and refugee returnees with acute vulnerabilities.

The aim of the project is to mitigate immediate protection risks of persons with specific needs (PSN), especially women and girls, through protection case management and assistance, thus supporting them in regaining their safety and dignity.

The identification of cases is conducted through community-based protection monitoring, household assessments, community outreach and other partners implementing UNHCR protection activities.

The selected partner will be responsible for conducting the following activities supporting asylum-seekers and refugees, IDPs and IDP returnees across the country:

- Identification of 12,000 persons with specific needs with heightened protection risks.
- Conducting individual assessment and case management to develop recommendations in support of the individual and in line with the respective PSN SOPs.
- Arranging and participation in case approval committee meetings to review the recommendations made.
- Direct provision of cash assistance for 8,000 particularly vulnerable individuals that cannot access cash through financial service providers.
- Facilitation of case referrals of 3, 500 to the PSN network members for specialized services.
- Strengthening of the local PSN network through robust coordination with PSN members, the Protection Cluster and other technical Clusters and continuous expansion of the PSN network.
- Regular updating the PSN directory to ensure smooth referral of PSN cases to other service providers.
- Regular follow-up on PSN cases to assess whether the identified protection risks are mitigated or not.

#### **OA7 – 6 Mental health and psychosocial support services (MHPSS).**

UNHCR Afghanistan has developed a multi-year (2024-2027) MHPSS strategy, which outlines concrete steps to enhance access to MHPSS services, integrate services into existing UNHCR protection programs, build community resilience, and improve the quality and effectiveness of interventions, through promotion and protection of psychosocial well-being and treating mental health problems.

UNHCR is looking for a partner with a strong background on health, protection and MHPSS interventions to support asylum-seekers and refugees, IDPs and IDP and refugee returnees countrywide with the following interventions:

- Enhanced access to MHPSS services, reducing mental health issues and strengthening social bonds and cohesion within the community.
- Increased availability and accessibility of MHPSS services tailored to the needs of different age groups and genders.
- Availability of regular individual and group counselling sessions, effective referral systems for specialized mental health services, and coordination with healthcare providers to ensure comprehensive care.
- Implementation of wellbeing activities to promote mental health and resilience among refugees, IDPs and returnees.
- Increased awareness of mental health issues and available services through targeted awareness-raising initiatives.



- Increased protective measures and reduced violence against forcibly displaced individuals, returnees, stateless people, and vulnerable host communities, especially women and girls.
- Build the capacity of local MHPSS service providers and community leaders to deliver sustainable MHPSS services.
- The intervention is expected to target # 89,456 individuals.

#### **OA7 –7 Targeted education programming:**

UNHCR and its partners will seek to support efforts by the Education Cluster and basic human needs partners to enhance access to education for refugee children, especially girls, and contribute resources and expertise to expand and enhance the quality and inclusiveness of national education systems. Facilitating access to education is also among the key measures to strengthen the agency of women and girls and to promote their economic empowerment and resilience.

For connected learning/smart school, UNHCR would like the partner to establish a fully functional computer laboratory at the schools to enhance digital literacy and provide students with access to modern educational resources. The specific activities that the partner will undertake are as following:

- Equipping UNHCR-built schools with a computer laboratory, multimedia courseware gadgets, presentation facilities (such as LCD screens and printers), and internet access. The partner will also be required to install necessary furniture, such as desks and chairs, and handle lighting and electrical work to divert solar power to the computer labs.
- Providing computer and English language learning programs for female students at the schools throughout the academic year.
- Developing a curriculum that integrates computer literacy and digital skills.
- Creating lesson plans and activities that utilize the computer labs effectively.
- Maintaining and supporting the computer lab for at least a period of one year post establishment, which includes regular updates and repairs to address any troubleshooting issues related to the computer labs.
- Installing locks and security systems to protect the equipment, as well as implementing antivirus software and firewalls to guard against cyber threats.
- Engaging parents and the local community by organizing events and workshops to showcase the benefits of the computer labs.
- Encouraging community support and involvement in maintaining and utilizing the labs.
- Target 40 schools with 230 students each (ICT equipment, furniture, other items for schools including transportation costs, trainings and internet maintenance).

Indicative budget (optional):

N/A

Processing of personal data *(if required within the partnership)*:

[Partner Data Protection and Information Security Self-Assessment](#) should be completed by the partner at the country level and submitted with the concept note.

In line with UNHCR's Data Protection Policy, the selected partner will respect the principles of confidentiality, protection of sources and informed consent.

Examples for the processing of individual data under this outcome area include:

When conducting community engagement activities, the partner will be collecting personal data to process complaints and feedback using UNHCR's feedback and response system (FRS) as



well as to facilitate individual referrals at protection desks and during outreach. These referrals require the consent of the concerned individual.

The collected CBPM and RHAF data is entered in the UNHCR server and must not be shared with any third party without prior consultation with UNHCR.

When implementing interventions for persons with specific needs, the selected partner will ensure that the principle of informed consent is respected in all the phases of the project. This is of particular importance during the case management process and referrals. The selected partner will also ensure the highest standard of confidentiality for all the individual files by adopting filing and recording mechanisms that safeguards the identity of assisted cases, and by using the PSN case management tools in line with UNHCR's SOPs. Individual files and personal data of assisted persons shall in no circumstances be shared with external parties.

As for MHPSS programming, UNHCR in Afghanistan requests partners to insert their data on online MHPSS case management system and the MHPSS dashboard daily. The MHPSS case management system is a daily reporting system on individual cases. The handling of individual cases requires the partners' commitment to the highest standards for confidentiality and robust filing case recording systems.

As a data controller, the partner is accountable for the implementation of data protection standards. The concept note should describe the measures ensuring adherence to the data protection principles, procedures and mechanisms envisaged for providing information to the data subjects, receiving and processing data subject rights request, complaints and independent redress.

**Controller-to-Controller (C2C):** *is a relationship between UNHCR and a partner for processing the data of forcibly displaced and stateless persons where UNHCR and the partner act as data controllers. It includes a transfer of personal data between two data controllers. Both Controllers determine the purposes and essential means of the personal data processing that is required for the project/service, and thus they are separately accountable for the personal data processing they control, including the responsibility for addressing requests by data subjects relating to their data subject rights.*

**Other information (optional):** Interested National and International Non-Governmental Organizations in Afghanistan are invited to submit concept notes and other required documents to UNHCR, as specified below

### Concept note

The concept note should be concise and contain clear information on proposed activities specifying Outcome area, outcome statement and specific activities that Partner is able to implement, indicating location of implementation. Concept notes should not exceed six pages and should not be a fully developed project proposal, should make clear reference to guidelines and other similar approved interagency tools and must be submitted in a Template attached to this call for EoI as Annex A1. Budget should be included in the concept note as a table or submitted separately as an attachment.

**Important Notes:** Registered NGOs in Afghanistan are required to register the organization, if not yet done, on the UN Partner Portal- <https://unpartnerportal.org>; upload all required documents, including Concept Notes, budget and other supporting documents in response to this call for Expression of Interest by **24 October 2024 midnight Afghanistan time**.

UNHCR is committed in undertaking adequate due diligence and conduct the process of selection of partners in an objective, consistent, transparent and timely manner. All applicant organizations will receive written notification on the outcome of the selection process.



CfEOI timeline				
Request for clarification deadline	Application deadline	Notification of results	Estimated start date	Estimated end date
23 October 2024 <a href="mailto:AFGKAEOL@unhcr.org">AFGKAEOL@unhcr.org</a>	24 October 2024	15 November 2024	01 January 2025	31 December 2025
Selection Criteria				
	Criteria Description	Assigned Weighting		
	<p><b>Sector expertise and experience:</b></p> <p><b><u>For all activities:</u></b></p> <p>The partner needs to have expertise in engaging with different segments of the community and in conducting community mobilization and outreach activities. A thorough understanding of the social protection and community structures in the country and strong coordination skills are essential.</p> <p>The partner needs to have a proven record of engaging female staff, and ability to effectively implement women-to-women programming to reach women and girls across all activities. Experience in engaging persons with disabilities and their representative organizations (OPDs) will be positively evaluated.</p> <p>Expertise in delivering high quality protection services is a must, along with proven capacity to manage individual protection cases.</p> <p>The partner needs to demonstrate knowledge of protection and humanitarian principles and the Age, Gender, Diversity (AGD) approach as well as gender mainstreaming and disability inclusion.</p> <p>The partner needs to show strong commitment to Accountability to Affected Persons (AAP) and have robust complaints and feedback mechanisms in place. The partner should highlight how they ensure participation of forcibly displaced and stateless persons in the Programme Cycle.</p> <p>Partner's PSEA capacity self-assessment and data protection and information security self-assessment have been completed and submitted (where relevant to the partnership). The Partner should also demonstrate awareness about PSEA reporting mechanisms and commitment to staff capacity building on PSEA.</p> <p>Mainstreaming measures to integrate environmental sustainability within proposed activities. Environmental considerations are aligned to the objectives of UNHCR's <u>Strategic Framework for Climate Action</u>.</p> <p><b>Partners applying for the MHPSS component (OA 7- 6: MHPSS):</b></p> <p>Partners working with UNHCR to provide MHPSS services should design their interventions according to the UNHCR Strategy and the IASC Guidelines on MHPSS. Experience in community based</p>	40		



	<p>MHPSS interventions, scalable psychological interventions and significant expertise in the handling of individual cases with emergency needs.</p> <p><b>Partners applying for the Education component (OA7 – 7: Education):</b>  The partner must demonstrate a proven record in implementing educational initiatives, preferably with a focus on technology integration in learning environments such as schools. This includes experience and expertise in setting up and maintaining computer labs, sourcing quality educational content and courseware, and experience in providing training to educators/students on using technological tools and resources effectively.</p> <p>The partner must have experience in working with local communities and government bodies, especially in promoting education among women and girls. This also includes understanding of the local culture and context to ensure the initiatives are well-received and sustainable.</p> <p>The partner must have a strong monitoring and evaluation framework to assess the impact of the educational programs.</p>	
	<p><b>Project management:</b> ability to effectively deliver project objectives with robust management systems/processes, and meet the expectations of all stakeholders, as well as provide accountability mechanisms and sound financial management, taking into account the audit results of the previous UNHCR-funded projects, past performance and the external audit of partners' financial statements and pending open audit recommendations (accounts receivables and internal control related recommendations) where applicable. Clear segregation of duties policy, as well as the integration of risk management; adequate control over procurement, of assets and inventory (if applicable).</p>	20
	<p><b>Local experience and presence:</b> ongoing programme in the area of operation; local knowledge; participation in inter-agency coordination for a – including the Protection Cluster, the AAP, GiHA, Disability Inclusion and MHPSS Working Groups; engaging forcibly displaced and stateless persons in the programme cycle; trust from local communities; local presence; partner policy on community relations; feedback and complaint mechanisms for affected communities; self-organized groups of forcibly displaced and stateless persons; and other factors that would facilitate access to and better understanding of the affected communities and that would reduce administrative difficulties.</p> <p>Partners applying for specific activities in several different locations will be positively considered.</p>	20
	<p><b>Cost effective:</b> Evidence of a methodology for allocation of shared costs to project activities. Evidence of procedures/systems that ensure maximum resources are directed to project outcomes while also ensuring that resources are also directed to activities that ensure project risks are being appropriately managed.</p>	10



	<b>Access/ Security Considerations:</b> ability to operate in security conditions of the Project site(s) or country as well as existence and functionality of partner's organizational policies, procedures and practices related to security risk management.	10
--	--	----

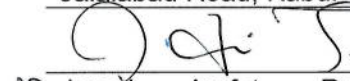
Issuing UNHCR Office

UNHCR Country Office Kabul

Contact Address

ICON Compound, Supreme Road, District # 9,  
Jalalabad Road, Kabul- Afghanistan

Signature, Head of Office

  
 pp. Jamal Arafat, Representative UNHCR

Full name and title, Head of Office

Afghanistan

Name of UNHCR Office

UNHCR Country Office Kabul

Date

26- September- 2024