**Annex B**

**Call For Proposals (CFP) Template for Responsible Parties**

**(For Civil Society Organizations - CSOs)**

**Section 1**

**CFP No.** **CFP/JOR/002/2023**

1. **CFP Letter for Responsible Parties**

UN Women plans to engage a Responsible Party as defined in accordance with these documents. UN Women now invites sealed proposals from qualified proponents to provide the requirements as defined in the UN Women Terms of Reference.

Proposals must be received by UN Women at the address specified no later than 4PM Jordan time on 23 October 2023.

**The budget range for this proposal should be between 1-1.5 million USD (708,000 JOD-1,062,000 JOD), as per the below distribution:**

* **Zaatari Refugee camp** (1 million USD equal to 708,000 JOD), AND;
* **Azraq Refugee camp** (500,000 USD equal to 354,000 JOD).

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| **This UN Women Call For Proposals consists of two sections:** | **Documents to be completed by proponents and returned as part of their proposal (mandatory)** |
| **Section 1**   1. CFP Letter for Responsible Parties 2. Proposal Data Sheet for Responsible Parties 3. UN Women Terms of Reference 4. Acceptance of the terms and conditions outlined in the template Partner Agreement 5. **Annex B-1** Mandatory Requirements/Pre-Qualification   Criteria and Contractual Aspects | **Annex B-1** Mandatory Requirements/Pre-Qualification  Criteria and Contractual Aspects |
| **Section 2**   1. Instructions to Proponents, which includes the following:   **Annex B-2** Template for Proposal Submission  **Annex B-3** Format of Resume for Proposed Personnel  **Annex B-4** Capacity Assessment Minimum Documents  **Annex B-5** UN Women template Partner Agreement  **Annex B-6** UN Women Anti-Fraud Policy  **Annex C-1** UN Women standard guidance for Oasis centers in refugee camps in Jordan  **Annex C-2** Azraq Refugee Camp Standard Operating Procedures for Incentive-Based Volunteering Scheme  **Annex C-3** Incentive-based volunteering in Zaatari camp Standard Operating Procedures | **Annex B-2** Template for Proposal Submission  **Annex B-3** Format of Resume for Proposed Personnel  **Annex B-4** Capacity Assessment Minimum Documents |

Interested proponents may obtain further information by contacting this email address: [nidal.al-hajaj@unwomen.org](mailto:nidal.al-hajaj@unwomen.org)

1. **Proposal Data Sheet for Responsible Parties**

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| **Program/Project:** | | **Requests for clarifications due:** | |
| **Call for Proposal for the Running of UN Women’s Resilience and Empowerment centers for women and girls in Za’atari and Azraq camps in Jordan”** | | **Date: 18 October 2023** | **Time: 4.00pm Jordan time** |
| **Programme Officer’s name: Nidal Al-Hajaj** | | **(Via e-mail)** | |
| **Email:** [nidal.al-hajaj@unwomen.org](mailto:nidal.al-hajaj@unwomen.org) | | **UN Women clarifications to proponents due: [if applicable]** | |
| **Telephone number: +962798161058** | | **Date: 22 October 2023** | **Time: 4.00pm Jordan time** |
|  | | **Proposal due:** | |
| **Issue date: 12 October 2023** | | **Date: 1 November 2023**. | **Time: 4.00pm Jordan time** |
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|  |  | **Planned award date:** | **1 December 2023** |
|  |  | **Planned contract start-date/delivery date (on or before):** | **1 Jan 2023** |
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1. **UN Women Terms of Reference**

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| 1. **Introduction**    1. **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 participants within development, human rights, humanitarian action and peace and security. Placing women’s rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States’ priorities and efforts, building effective partnerships with civil society and other relevant actors.  In the framework of the Jordan Response Plan 2018-2020 to the Syria Crisis (JRP), UN Women works at multiple levels to respond to the specific needs of Syrian refugee women and vulnerable Jordanian women. UN Women runs four Oasis Resilience and Empowerment centers for women and girls in Azraq and Za’atari refugee camps, which provide multi-sectoral services including livelihoods support, GBV prevention and awareness and civic engagement opportunities. The overall goal of UN Women’s interventions is to empower vulnerable women through increased access to opportunities and meaningful engagement in community life.  UN Women has been operating in Jordan’s refugee camps since 2012 through the Oasis model, in line with Jordan’s national goals and commitments to promote and respect human rights, justice, equality and participation – all of which are embodied in various national frameworks, such as *The National Strategy for Jordanian Women* (2020-2025). The new phase of the project is aligned with the Government of Jordan's ongoing triple reform agenda– focusing on economic, political and public sector reforms- and The *Jordan Response Plan (JRP) for the Syria Crisis* *2020-2022*.  The Oasis centers have evolved over time to become multi-sectoral service centers focusing on resilience and empowerment for women and girls, while also engaging men and boys in dialogue and mobilization for gender and social equality. The Oasis model has been recognized as highly successful by international and national actors. Since launching in 2012 with one Oasis in Za’atari, UN Women has now expanded to four Oases in camp settings (three in Za’atari and one in Azraq) and eighteen centers in non-camp settings by end of 2022. The expansion of UN Women’s operational presence in the refugee camps has been instrumental in increasing the number of participants reached - in 2022 with the establishment of five new centers in host communities, UN Women reached more than 30,000 direct and indirect Syrian refugees in camp and non-camp settings.  The Oases have been recognized by partners as highly successful models and are conceptualized around three building blocks:   1. Leadership, agency and civic engagement initiatives for women, while also engaging men on social issues related to gender equality and women's empowerment to enhance social cohesion. 2. Secure livelihoods opportunities provided via cash for work that increase opportunities for sustainable employment, whether through job placement, or entrepreneurship opportunities. 3. Strengthened protection including through gender-based violence prevention, awareness-raising and referral services.   The overall goal of the project is that more Syrian women refugees and vulnerable Jordanian women are better served by humanitarian action and resilience-building initiatives in Jordan. Since late 2021, UN Women has been working on redesigning the Oasis model, with focus on maximizing project synergies for transformational impact, enhancing the quality of interventions, and increasing investment in inclusive national systems for deeper impact and sustainability. The Oasis model will continue to provide these three service streams in a holistic manner to empower vulnerable women in both camps and non-camp settings, while drawing on the key elements of UN Women’s global signature intervention on Women’s Leadership, Empowerment, Access and Protection in Crisis Response (LEAP) and Second Change Education (SCE) program in the next phase.  The Oasis model also directly addresses key barriers and enabling factors that affect women’s engagement in livelihoods opportunities. Each Oasis includes a childcare center, is in geographic poverty pockets in order facilitate participation in livelihoods trainings, works closely with men in community to build support for women’s economic engagement, supports innovative community-based childcare and access to services, and supports women to become active in community planning to lead towards longer-term transformative change. In this way cash for work has served not only as a way for women to generate income for meeting basic needs, but also as an incentive to access the Oasis and benefit from all the services that have a multiplier effect in terms of empowerment across all areas of a woman’s life.  UN Women has also leveraged the Oasis model to create knowledge and data on the impact of humanitarian action on women and girls[[1]](#footnote-2) and to ensure that this data is used to advocate for implementation of international policy commitments on gender in humanitarian action within Jordan’s humanitarian and resilience coordination architecture and on gender equality and women’s empowerment policymaking within the humanitarian-development nexus.   * 1. **General overview of services required/results**   This call seeks proposals that can support UN Women’s initiative to ensure that Syrian women refugees are better served by humanitarian action and resilience-building initiatives in Jordan through the running of the existing Oasis centers in Za’atari and Azraq camps (three in Za’atari and one in Azraq).  The Call is open to International Non-Governmental Organisations (INGOs, registered in Jordan) and local Civil Society Organisations (CSO). The successful Responsible Party will have a deep understanding of enhancing empowerment, protection and resilience of crisis-affected women.  UN Women welcomes proposals that include the running of Oasis centers in both or either camp (three Oasis centers in Za’atari and one Oasis center in Azraq). If the proposal includes the running of Oasis centers for both camps, the costs should be broken down per camp.  Successful partners shall have strong expertise on supporting women’s livelihoods including through delivering cash for work and 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 refugee camps settings. In addition, applicants should have technical capacity to manage the four Oasis centers 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 Za’atari and/or Azraq camps. |
| **Description of required services/results**  The overall goal of the project is that more Syrian women refugees are better served by humanitarian action and resilience-building initiatives in Jordan.  More specifically the project objectives will be met through the achievement of the following outputs and activities:  **Secure livelihoods opportunities provided via cash for work that graduates into sustainable employment opportunities whether through job placement, entrepreneurship, or work permit applications**.  **Output 1:** Women in refugee camps benefit from livelihood and economic opportunities, which include skills development.  **Indicator**: Number of women and men directly accessing cash for work in camp Oases.  **Target**: 800 IBV’s annually (10 percent men and 13% people with disability); age (18-45)   * **Activity 1**: Develop and roll out a comprehensive intervention package including livelihoods and leadership skills * **Activity 2**: Day-to-day running of the centers (see annex C1 – UN Women Standard Guidance for Oasis centers). The caravans and current furniture/assets in the centers are provided by UN Women for the use of the partner for the project duration. * **Activity 3:** Managing the participant selection process (following UN Women online application form and UNHCR inter-agency SoPs – see annex C-2 and C3) for comprehensive livelihoods programming consisting of remunerated cash-for-work activities and unremunerated skill building activities. * **Activity 4:** Recruitment and payment of incentive-based volunteers (see IBV positions in the application form, listed in annex C1, additional IBV positions are welcomed as part of the proposal[[2]](#footnote-3)). * **Activity 5**: Provide livelihood skill training to IBVs/participants (using IBV trainers or external trainers as suitable) within the different trades (and provide them with graduation certificates. * **Activity 6:** Manage the production of 350 baby kits monthly for IMC and JIHAS health clinics in camps, and other responsible agency. * **Activity 7**: Produce other marketable items in the center. * **Activity 8:** Provide day care for children (0-3 and 3-5) plus after school program for primary school children in place. * **Activity 9**: Organize regular physical and mental health activities. * **Activity 10:** Facilitate and support women to access long-term livelihood opportunities in/ outside the camps. * **Activity 11:** civic engagement and leaderships initiatives for women including engagement of men on social issues.   **Gender based violence prevention, protection and awareness raising services.**  **Output 2:** Women in refugee camps have access to protection mechanisms, including those that prevent and address Gender-Based Violence (GBV)  **Indicator**: Number of women and girls who attended awareness raising sessions through Oases in camps.  **Target:** 1,000 annually  **Indicator:** Number of women and girls who accessed counselling services, GBV referrals, legal aid and other life saving services and information through Oases in camps.  **Targe**t: 100 annually   * **Activity 1:** Conduct protection/gender awareness sessions for IBVs/participants (including utilizing UN Women facilitation guide covering topics of GEEWG, human rights, GBV, Child protection, PSEA, AAP) * **Activity 2:** Conduct other awareness sessions as relevant in coordination with other external stakeholders * **Activity 3**: Provide PFA counselling and safe referral support to protection cases and GBV survivors. * **Activity 4:** Having a well/-functioning and accessible AAP mechanism in place to complement UN Women’s AAP mechanism for all Oasis centers. * **Activity 5**: Organize regular physical and mental health activities.   Any additional innovative suggestions or activities that fall under the scope of each output will be considered as **optional** but are welcomed.  Other activities will take place in the center through other UN Women’s partners (entrepreneurships trainings, and second chance education trainings). UN Women will ensure the coordination between the parties involved.  **Monitoring & reporting**:  The selected partner(s) will work closely with UN Women during project implementation and will provide quality narrative and financial reports in line with UN Women guidelines and requirements, as well as regular updates and quality communications material. The selected partner(s) will work closely with UN Women’s monitoring team to implement the ONE monitoring tool to monitor resilience programming results over time. In particular, the selected partner(s) will be responsible for the data collection, which includes a baseline, and an endline for each rotation. |
| 1. **Timeframe: Start date and end date for completion of required services/results**   Upon signature of contract for a duration of 12 months. |
| 1. **Competencies:**   UN Women Jordan seeks to partner with an International or national non-governmental organizations (NGO) registered in Jordan to carry out the activities listed in this CfP. It is possible to apply for this or responsible parties can subcontract with others. Proponents may use the services of sub-contractors or sub-partners to partially perform the work except if the proponent is providing grant-making work. The proponent’s Technical Proposal shall indicate clearly if the proponent is intending to use sub-contractors or sub-partners and their names. If it is not possible to include the names of sub-partners and sub-contractors in the proposal, the names must be submitted to UN Women as soon as possible. The partner(s) (and any subcontracting parties) must have the following technical and functional competencies:  Reputation of Organization and Staff:   1. 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). 2. A proven commitment to results (able to provide records of successful projects). 3. Proven credibility in terms of working towards gender equality, women’s socio-economic rights, protection and empowerment in crisis context. 4. Proven ability to implement humanitarian response and life-saving activities.   General Organizational Capability:   1. Ability to convene a wide range of stakeholders, generating trust through participatory methods that ensures inclusivity and equal involvement of all parties concerned. 2. Track record of working with local authorities and actors, civil society, UN, and other multilateral or bilateral actors. 3. 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. 4. A track record of delivering quality and timely project results, as well as communicating on any challenges or delays. 5. Ability to seek alternative ways to carry out activities in order to avoid risks.   Organizational expertise in the area of specified program:   1. Evidence on previous experience in successful management of projects of the same nature and similar to the Oasis centers (as described in this ToRs and in annex C-1). Track record on delivering activities focusing on livelihoods skill training, cash-based interventions, GBV services, psychosocial support, relief distributions, education and other lifesaving services and resilience, protection and empowerment initiatives for women. 2. 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. 3. 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 4. Grassroot presence in Za’atari and/or Azraq camps   Accountability and Financial Control:   1. A functioning internal control framework and process to deliver quality and timely project results. 2. Strong monitoring and evaluation mechanism. |

1. **Acceptance of the terms and conditions outlined in the template Partner Agreement**

* Proponents must include an acceptance of the terms and conditions outlined in the template Partner Agreement or their reservation or objections thereto.
* Submission of any such reservations or objections does not mean that UN Women will automatically accept them should the proponent be selected as a Responsible Party.
* UN Women will evaluate any reservation or objection during its evaluation of the proposal and may accept or reject any such reservation or objection.

**Annex B-1**

**Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects**

**[To be completed by proponents and returned with their proposal]**

**Call For Proposals**

**Description of Services**

**CFP No. P/JOR/002/2023/**

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 a 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.**

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| **Mandatory requirements/pre-qualification criteria** | **Proponent’s response** |
| 1. Are the services being requested 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 has currently or has been provided by the proponent. | Reference #1:  Reference #2: |
| 1. Is the proponent duly registered or does it have the legal basis/mandate as an organization? [Please attach a copy of the official registration here]. | Yes/No |
| 1. Has the proponent as an organization been in operation for at least five (5) years[[3]](#footnote-4)? | Yes/No |
| 1. Does the proponent have a permanent office within the location area? | Yes/No |
| 1. Can UN Women conduct 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. Fraud or other wrongdoing: 2. Has the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner been the subject of a finding of fraud or any other wrongdoing following an investigation conducted by UN Women, another United Nations entity or otherwise?   OR   1. Is the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner currently under investigation for fraud or any other wrongdoing by UN Women, another UN entity or otherwise? | Yes/No |
| 1. Sexual exploitation and abuse: 2. Has the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner been the subject of any investigations and/or been charged for any misconduct related to sexual exploitation and abuse (SEA)[[4]](#footnote-5)?   OR   1. Is the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner currently under investigation for SEA by UN Women, another UN entity or otherwise? | Yes/No |
| 1. Has the proponent or any of its employees or personnel 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 any other donor sanction list that may be available for use, as applicable? | Yes/No |
| 1. Has the proponent read and accepted the standards set out in section 3 of ST/SGB/2003/13 “Special measures for protection from sexual exploitation and sexual abuse”? | Yes/No |
| 1. Does the proponent acknowledge that SEA is strictly prohibited, and that UN Women will apply a policy of “zero tolerance” in respect to SEA of anyone including the proponent’s employees, agents, sub-partners and sub-contractors or any other persons engaged by the proponent to perform any services? | Yes/No |
| 1. Has the proponent reviewed and taken note of UN Women Anti-Fraud Policy **(Annex B-6)**? | Yes/No |

**Please provide the following information:**

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| --- | --- |
| 1. Is the highest executive (e.g., Director, CEO, etc.) in the proponent organization a female? | Yes/No |
| 1. What is the female to male ratio in the proponent’s board? |  |

**Acceptance of the terms and conditions outlined in the template Partner Agreement.**

* Proponents must include an acceptance of the terms and conditions outlined in the template Partner Agreement or their reservations or objections thereto.
* Submission of any such reservations or objections does not mean that UN Women will automatically accept them should the proponent be selected as a Responsible Party.
* UN Women will evaluate any reservation or objection during its evaluation of the proposal and may accept or reject any such reservation or objection.

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| --- | --- |
| **Requirements** | **Proponent’s response** |
| Acceptance of the terms and conditions outlined in the template Partner Agreement. | Yes/No |
| Indicate any reservations or objections to the terms and conditions outlined in the template Partner Agreement. |  |

**Section 2**

**CFP No. CFP/JOR/002/2023/**

1. **Instructions to Proponents**
2. **Introduction**
   1. UN Women invite qualified parties to submit Technical and Financial Proposals to provide services associated with the UN Women requirements for a Responsible Party.
   2. UN Women is soliciting proposals from Civil Society Organizations (CSOs). **Women’s organizations or entities are highly encouraged to apply.**
   3. A description of the services required is described in CFP **Section 1 – c) “UN Women Terms of Reference”**.
   4. UN Women may, at its discretion, cancel the services in part or in whole.
   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 the submission of proposals. No proposal may be modified subsequent to the deadline for the submission of proposals. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
   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.
   7. Effective with the release of this CFP, all communications must be directed only to UN Women, by email at nidal.al-hajaj@unwomen.org. Proponents must not communicate with any other personnel of UN Women regarding this CFP.
3. **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 proponent, 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.

1. **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. 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.

1. **Mandatory/Pre-Qualification Criteria**

4.1 The evaluation of technical and financial proposals by UN Women is conducted in two phases (see section 11 below) and the mandatory requirements/pre-qualification criteria have been designed to ensure that, to the degree possible in the initial stages of the CFP selection process, only those proponents with sufficient experience, financial strength and stability, demonstrable technical knowledge, 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 result in disqualification.

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.

1. **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 for requests for clarification as outlined in **Section 1b of this annex (on page 1)**.

5.2 Written copies of UN Women’s responses to such inquiries (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.

5.3 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.

1. **Language of Proposals**
   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.
   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 English translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

**8. Submission of Proposals**

8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (**Annex B2**) 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 text body should indicate the name and address of the proponent. **All proposals should be sent by email to the following secure email address:** [jordan.co@unwomen.org](mailto:jordan.co@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 will 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, will 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.

1. **Proposal Currencies**

10.1 All prices shall be quoted in (local currency) JOD.

10.2 UN Women reserves the right to reject any proposals submitted in a currency other 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 (9) above in writing, that it will accept a contract issued in the mandatory proposal currency and that for the purposes of conversion, the official United Nations operational rate of exchange of the day of CFP deadline (as stated in the CFP letter) shall apply.

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

1. **Evaluation of Technical and Financial Proposals**

**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.

**Suggested table for evaluating technical proposal**

|  |  |  |
| --- | --- | --- |
| **1** | The proposal is compliant with the CFP requirements | **15 points** |
| **2** | The organization’s mandate is relevant to the work to be undertaken in the UN Women Terms of Reference (**component 1)** | **20 points** |
| **3** | The proposal demonstrates a sound understanding of the requirements of the UN Women Terms of Reference and indicates that the organization has the prerequisite capacity to undertake the work successfully (**components 2, 3, 4 and 5)** | **35 points** |
|  | TOTAL | **70 points** |

* 1. **PHASE II - FINANCIAL PROPOSAL** (**30 points**)

Financial proposals will be evaluated (using **component 6**) 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.

1. **Preparation of Proposals**
   1. Proponents are expected to examine all terms and instructions included in the CFP documents. Failure to provide all requested information will be at the proponent’s own risk and may result in rejection of the proponent’s proposal.
   2. The 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 the proponent understands and confirms acceptance of UN Women’s 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.
   3. 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 one will be viewed as non-responsive.
   4. 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.
   5. Proposals must offer services for the total requirement, unless otherwise permitted in the CFP document. Proposals offering only part of the services will be rejected unless permitted otherwise in the CFP document.
   6. Proponents may use the services of sub-contractors or sub-partners to partially perform the work except if the proponent is providing grant-making work. The proponent’s Technical Proposal shall indicate clearly if the proponent is intending to use sub-contractors or sub-partners and their names. If it is not possible to include the names of sub-partners and sub-contractors in the proposal, the names must be submitted to UN Women as soon as possible.
   7. The proponent’s proposal shall state the following and 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 and Contractual Aspects |
| Part of proposal | **Annex B-2** Template for Proposal Submission |
| Part of proposal | **Annex B-3** Format of Resume for Proposed Personnel |
| 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.

1. **Format and Signing of Proposals**
   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.
   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.
2. **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 of the agreement 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 12 months 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 Proposals**

**Description of Services**

**CFP No. P/JOR/002/2023/**

|  |
| --- |
| **Mandatory Requirements/Pre-Qualification Criteria** |

Proponents are requested to complete this form (**Annex B-2)** and return it as part of their submission.

| **Proponent’s Eligibility Confirmation and Information** | **Proponent’s Response** |
| --- | --- |
| 1. What year was the organization established? |  |
| 1. In what province/state/country has the organization been established? |  |
| 1. Has the organization ever been adjudged bankrupt, or been liquidated, or been insolvent, or applied for a moratorium or stay on any payment or repayment obligations, or applied to be declared insolvent? (If YES, explain in detail the reasons why, filing date, and current status.) | Yes/No |
| 1. Has the organization ever been terminated for non-performance on a contract? If YES, describe in detail. | Yes/No |
| 1. Has the organization or any of its employees and personnel ever been: 2. suspended or debarred by any government, a UN agency or other international organization; 3. placed on any relevant sanctions list including the - <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>, United Nations Global Market Place Vendor ineligibility or any other Donor Sanction List; and/or 4. been the subject of an adverse judgment or award?   If YES, provide details, including date of reinstatement, if applicable.  (If proponent is currently on any relevant sanctions list this should be disclosed in Question 8 of the Mandatory Requirements/Pre-Qualification Criteria above and is grounds for immediate rejection.) | Confirm  Yes/No |
| 1. It is UN Women policy to require that proponents and their sub-contractors and sub-partners observe the highest standard of ethics during the selection and execution of contracts. In this context, any action taken by a proponent, a sub-contractor or a sub-partner to influence the selection process or contract execution for undue advantage is improper. The proponent must confirm that it has reviewed and taken note of UN Women Anti-Fraud Policy (**Annex B-6**). The proponent must also confirm that the proponent and its sub-contractors and sub-partners have not engaged in any conduct contrary to that policy including in competing for this CFP. | Confirm  Yes/No |
| 1. Officials not to benefit: The proponent must confirm that no official of UN Women has received or will be offered any direct or indirect benefit arising from this CFP or any resulting contracts by the proponent or its sub-contractors or its sub-partners. | Confirm  Yes/No |
| 1. The proponent must confirm that the proponent is not engaged in any activity that would put it, if selected for this assignment, in a conflict of interest with UN Women. | Confirm  Yes/No |
| 1. The proponent must confirm that the proponent, its sub-partners or sub-contractors have not been associated, or involved in any way, directly or indirectly, with the preparation of the design, terms of references and/or other documents used as a part of this CFP. | Confirm  Yes/No |
| 1. UN Women policy restricts organizations from participating in a CFP or receiving UN Women contracts if a UN Women personnel or their immediate family are an owner, officer, partner or board member or in which the personnel or their immediate family has a financial interest in the organization. The proponent must confirm that no UN Women personnel or their immediate family are an owner, officer, partner or board member or have a financial interest in either the proponent, or its sub-partners or its sub-contractors. | Confirm  Yes/No |
|  |  |

|  |
| --- |
| **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 proponent has the capacity and commitment to implement the proposed activities and produce results successfully. Key elements to be covered in this section include:

1. the nature of the proponent – whether it is a community-based organization, national or sub-national NGO, research or training institution, etc.;
2. the overall mission, purpose, and core programs/services of the organization;
3. the organization’s target population groups (women, indigenous peoples, youth, etc.);
4. the organizational approach (philosophy) - how the organization delivers its projects (e.g., gender-sensitive, rights-based, etc.);
5. the organization’s length of existence and relevant experience;
6. an overview of the organization’s capacity relevant to the proposed engagement with UN Women (e.g., technical, governance and management, and financial and administrative management);
7. details of the following relating to prevention of SEA:
   1. describe what measures are in place to prevent SEA;
   2. describe reporting and monitoring mechanisms and procedures;
   3. describe what capacity exists to investigate SEA allegations;
   4. describe past allegations of SEA, if any, and how they were handled, including the outcome;
   5. describe what SEA training the people (employees or otherwise) who will perform the services have completed; and
   6. describe what reference and background checks have been done for employees and associated personnel.
8. details relating to grant-making work, if applicable:
9. describe the proponent’s institutional capacity to manage grants, including appropriate grant award management, system/framework for undertaking grant proposal evaluation, due diligence and, appropriate governance and risk management (including composition and terms of reference of the independent designated steering committee or grant selection committee);
10. describe relevant history in managing resources through grant awards;
11. describe the proponent’s grant portfolio;
12. describe relevant history in working with small organizations including experience in providing technical assistance;
13. describe the proponent’s programmatic capacity, including monitoring and evaluation capacity; and
14. describe the proponent’s capacity to assess and manage risks.

|  |
| --- |
| **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 Terms of Reference. This should include:

1. The **problem statement** or challenges to be addressed given the context described in the UN Women Terms of Reference.
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 proponent 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.

This section should also include the details of all proposed sub-contracting and sub-partnering.

|  |
| --- |
| **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 all required milestone reports and monitoring reviews in the Implementation Plan.

**Implementation Plan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project No: | | Project Name: | | | | | | | | | | | | |
| Name of proponent organization: | |  | | | | | | | | | | | | |
| Brief description of project | |  | | | | | | | | | | | | |
| Project start and end dates: | |  | | | | | | | | | | | | |
| Brief description of specific results (e.g., outputs) with corresponding indicators, baselines and targets. Repeat for each result. | |  | | | | | | | | | | | | |
| List the activities necessary to produce the results and indicate who is responsible for each activity | | | Duration of Activity in Months (or Quarters) | | | | | | | | | | | |
| Activity | Responsible | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1.1 |  | |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2 |  | |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3 |  | |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4 |  | |  |  |  |  |  |  |  |  |  |  |  |  |

**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; and
* 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, the technology involved fails to work as projected) and external factors (for example, significant currency fluctuations resulting into changes in the economics of the activity, risk of sub-contactors or sub-partners not performing). Describe how such risks are to be mitigated.

In this section also include the key **assumptions** on which the activity plan is based on. In this case, the assumptions are mostly related to external factors (for example, the assumption that the relevant government’s environmental policy will remain stable) which are anticipated in planning the activity, and on which the feasibility of the activities depend.

Please attach a risk register to capture the above risk factors and risk mitigation measures.

|  |
| --- |
| **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 of activities. 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 they would cost less.
      * The budget should include all costs associated with managing and administering the activity or results, particularly the cost of monitoring and evaluation.
      * Support Costs mean 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, overhead 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.
      * If the partner has a Support Cost Policy that specifies a rate, the partner can include this rate to not exceed a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower).
      * If the Partner does not have a Support Cost Policy, the partner must provide a break-down of support costs (not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower).
      * 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.
      * Depending on the results to be delivered, following suggestive thresholds could be followed for costs:
  + maximum for personnel related costs on a proposal - 20% of programming costs;
  + between 3-5% for audits (to be retained by UN Women for Responsible Party audits) (may change as per the annual audit cost);
  + 3% for monitoring and evaluation; and
  + up to 8% (or as per relevant donor agreement) – support costs including (utilities, rent etc.).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Result 1 (e.g., Output)** Repeat this table for each result[[5]](#footnote-6). | | | | | |
| **Expenditure Category** | **Year 1 [Local currency]** | **Year 2 (Local currency), If applicable** | **Total [local currency]** | **Total (US$)** | **Percentage Total** |
| 1. Personnel |  |  |  |  |  |
| 2. Equipment/Materials |  |  |  |  |  |
| 3. Training/Seminars/Travel Workshops |  |  |  |  |  |
| 4. Contracts |  |  |  |  |  |
| 5. Other costs [[6]](#footnote-7) |  |  |  |  |  |
| 6. Incidentals |  |  |  |  |  |
| 7. Other support requested |  |  |  |  |  |
| 8. Support costs (not to exceed 8% or the relevant donor percentage) |  |  |  |  |  |
| **Total Cost for Result 1** |  |  |  |  |  |

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 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 template Partner Agreement.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Seal)

(Signature)

(Printed Name and Title)

(Date)

**Annex B-3**

**Format of Resume for Proposed Personnel**

**Call For Proposals**

**Description of Services**

**CFP No**

Name of personnel: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Years with CSO: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Nationality: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Education/Qualifications**:

*Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees-professional qualifications obtained.*

**Employment Record/Experience**

*Starting with present position, list in reverse order, every employment held:*

* *For all positions held by personnel member since graduation: List each position and provide dates, names of employing organization, title of position held and location of employment.*
* *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.*

**References**

*Provide names and addresses for two (2) references.*

**Annex B-4**

**Capacity Assessment Minimum Documents**

**[To be submitted by proponents and assessed by the reviewer]**

**Call For Proposals**

**Description of Services**

**CFP No.**

|  |  |
| --- | --- |
| **Document** | **Mandatory / Optional** |
| **Governance, Management and Technical** | |
| Organization’s legal registration documentation | Mandatory |
| Rules of governance of the organization | Mandatory |
| Organigram of the organization | Mandatory |
| List of key management at organization | Mandatory |
| CVs of key personnel of organization who are proposed for the engagement with UN Women | Mandatory |
| Details of organization’s anti-fraud policy framework (which shall be consistent with UN Women’s anti-fraud policy) | Mandatory |
| Details of organization’s PSEA policy framework | Optional |
| Documentation evidencing training offered by organization to its employees and associated personnel on prevention and response to SEA. | Mandatory |
| Organization’s policy and procedure documents in respect to grant-making (if grant-making activities are included in the UN Women Terms of Reference of the CFP) | Mandatory |
| Organization’s policy and procedure for selecting partners (if sub-partner/s are going to be used) | Mandatory |
| **Administration and Finance** | |
| Administrative and financial rules of the organization | Mandatory |
| Details of the organization’s internal control framework | Mandatory |
| Audited statements of the organization during last 3 years | Mandatory |
| List of banks with which organizational bank accounts are held | Mandatory |
| Name of external auditors of organization | Optional |
| **Procurement** | |
| Organization’s procurement policy/manual | Mandatory |
| Templates of the solicitation documents for procurement of goods/services (e.g., request for quotation (FRQ), request for proposal (RFP) etc.) used by organization | Mandatory |
| List of main suppliers/vendors of organization and copies of their contract(s) including evidence of their selection processes | Mandatory |
| **Client Relationship** | |
| List of main clients/donors of organization | Mandatory |
| Two references for organization | Mandatory |
| Past reports to clients/donors of organization for last 3 years | Mandatory |

**Annex B-5**

**UN Women template Partner Agreement**

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**Annex B-6**

**UN Women Anti-Fraud Policy**



**Annex C-1**

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**UN Women Standard Guidance for Oasis centers in refugee camps**

**Jordan**

What is a UN Women Oasis centers:

UN Women has been operating in Jordan’s refugee camps since 2012 through the Oasis model. The Oasis centers have evolved over time to become multi-sectoral service centers focusing on resilience and empowerment for women and girls, while also engaging men and boys in dialogue and mobilization for gender and social equality. The Oasis model has been recognized as highly successful by international and national actors. Since launching in 2012 with one Oasis in Za’atari, UN Women has now expanded to four Oases in camp settings (three in Za’atari and one in Azraq) and eighteen centers in non-camp settings by end of 2022. The expansion of UN Women’s operational presence in the refugee camps has been instrumental in increasing the number of affected people reached - in 2022 with the establishment of five new centers in host communities, UN Women reached more than 30,000 direct and indirect Syrian refugees in camp and non-camp settings.

The Oases have been recognized by partners as highly successful models and are conceptualized around three building blocks:

1. Secure livelihoods opportunities provided via cash for work that graduates into sustainable employment opportunities whether through job placement, entrepreneurship, or work permit applications.
2. Gender based violence prevention, protection and awareness raising services.
3. Education opportunities linked to the labor market, leadership, and civic engagement initiatives for women, while also engaging men on social issues related to gender equality and women’s empowerment.

The Oasis model provides these three service streams in a holistic manner designed to empower vulnerable women in their personal lives; improve their self-esteem and dignity; translate into sustainable job placements and income generation; reduce their experiences of violence; and engage them in their communities. These efforts target the most vulnerable women in Jordan, both Syrian refugee and Jordanian women, through partnerships with UNHCR and the Ministry of Social Development (MOSD) on vulnerability assessments.

The Oasis model also directly addresses key barriers and enabling factors that affect women’s engagement in livelihoods opportunities. Each Oasis includes a childcare center, is in geographic poverty pockets in order facilitate participation in absence of transportation, works closely with men in community to build support for women’s economic engagement, supports innovative community-based childcare and transport solutions, and supports women to become active in community planning to lead towards longer-term transformative change. In this way cash for work serves not only as a way for women to generate income for meeting basic needs, but also as an incentive to access the Oasis and benefit from all the services that have a multiplier effect in terms of empowerment across all areas of a woman’s life.

The key objectives of an Oasis centers are to provide a place where women and girls can:

* Socialize and re-build their social networks in different environment.
* Receive social support.
* Receive livelihood skills trainings and cash-for-work opportunities that graduate into sustainable employment opportunities
* Receive protection/gender awareness sessions covering topics sur as GBV, child protection, PSEA, AAP, human rights,
* Receive PFA counselling and safe referral support for GBV survivors.
* Develop linkages with other services providers for assistance.

In addition, the activities of the Oasis centers 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.
* Community engagement and social norms change initiatives, including with men and boys.
* Entrepreneurship trainings, Second Chance Education trainings activities, support for access to work permit

What are the guiding principles of an Oasis center

The Oasis center must:

* Promote the leadership, participation and empowerment of women and girls.
* Engage women and girls in all aspects and activities of the center including design, planning and the overall management. Engage with and consult women and girls at each stage of the program. Ensure the Oasis and its activities are women-led.
* Be Safe and accessible for all women and girls, including those living with disabilities and with mobility difficulties.
* Be inclusive by consulting and serving all women in a given community, especially the most marginalised and neglected.
* Coordinate multi-sectorial support services and referral mechanisms including under the GBV Sub-Working Group. Coordinate with the GBV Sub Working Group and its member organisations operating in Zaatari and Azraq camps agencies; 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 Oasis centers.
* Ensure adequate outreach and orientation to communities to encourage women and girls to participate in center activities and seek support from the center if needed.
* Establish safe and accessible community feedback mechanisms on the Oasis management and its activities, as well as any other overall concerns, complaints and feedback including on sexual exploitation and abuse, and make sure women are aware of these.
* Ensure safe and ethical data collection and management.
* If your organization operates centers for women where GBV survivors can receive services, it is important to keep the center a woman only space. This to protect the psychological and physical safety of all the women who come to the center.
* Ensure gender-responsive women-only WASH facilities.
* Ensure to hire ALL female staff (guards could be females or males; preferably females ) to operate the Oasis centers 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 Oasis center is known to, accessible for and tailored to the needs of ALL women and that you are reaching the most isolated, marginalized women, including those with disabilities, , pregnant and lactating women, female headed households.

Things not to do in Oasis centers:

* DON’T ever allow men in the Oasis centers– 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 base on seeking consent from the women in the center
* DON’T Use “GBV”/” SGBV” or use any other sensitive title in the name and sign post for your Oasis centers– 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 Oasis centers– this will jeopardize the safety and accessibility of the Oasis centers 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 center and its activities

Set-up of OASIS centers

Currently, UN Women runs four Oases in camp settings (three in Za’atari and one in Azraq). The caravans and current furniture/assets in the centers are provided by UN Women for the use of the partner for the project duration.

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 accessing the Oasis center?
* Have you asked women if the sessions and activities should be held in the morning or afternoon?
* What days are best for the Oasis center to be open?
* Have you considered who will clean the center (it will need to be a female to maintain the integrity of the Oasis)?
* Have you received feedback from women on activities? How should the activities adapt based on feedback?
* Have you ordered the supplies needed for the Oasis? What is the schedule for ordering supplies?

Minimum activity requirements:

* Livelihoods skills training[[7]](#footnote-8) and cash for work opportunities
* Regular awareness sessions on protection and gender equality and women’s rights, etc
* Provision of protection counselling and safe referrals

Community Feedback and Accountability MechanismsUN Women expects that all personnel adhere to the highest standards of behaviour and conduct themselves in a professional and disciplined manner at all times. The Secretary General's Bulletin [ST/SGB/2003/13](https://undocs.org/ST/SGB/2003/13) (Special Measures for protection from sexual exploitation and sexual abuse (**SEA**), which prohibits all forms of SEA, applies to all UN Women staff, that have entered into cooperative arrangements with the UN, including interns, JPOs, and international and local consultants, who must provide written undertakings that they accept the standards set out in the ST/SGB. Sexual exploitation and abuse violate everything UN Women stands for and constitutes acts of serious misconduct which may be grounds for administrative action or disciplinary measures. Where a UN Women staff develops concerns or suspicions regarding sexual exploitation or sexual abuse by a fellow worker, whether in the same agency or not and whether or not within the UN system, he or she must report such concerns via established reporting mechanisms.

All UN Women staff are obliged to create and maintain an environment that prevents sexual exploitation and sexual abuse. Managers at all levels have a particular responsibility to support and develop systems that maintain this environment. As per the UN Women’s updated policy on the Prevention of Harassment, Sexual Harassment, Discrimination, and Abuse of Authority, offices are required to create an open environment for personnel to express concerns and/or dialogue around our common values and desired workplace environment.

UN Women JCO has an overall office and field level PSEA focal points and a dedicated AAP Officer who managed our AAP mechanism linked to each Oasis centers (through dedicated hotline, WhatsApp, email, suggestion boxes and regular consultations). Their role is to assess and strengthen PSEA, as well overall accountability, measures and initiatives into all aspects of our work. PSEA and accountability for affected populations is especially important for our work with crisis-affected and vulnerable populations in Jordan, including refugees and Jordanian host communities.

Minimum requirements for Oasis centers by partner NGO (in addition to UN Women AAP mechanism):

* Partner organization much have dedicated PSEA and AAP focal points in place (female and Arabic speaking)
* The Oasis centers must have an effective and inclusive feedback and complaint mechanism to ensure that all participants have the basic right to file a complaint regarding unfair treatment, report cases of misconduct and seek fulfilment of their right to appropriate assistance.
* Partner organisation must inform its participants about the agency’s complaint mechanism during the enrolment phase. Such information as well as organisation’s Code of Conduct must be included in the recruitment agreement (in Arabic).
* Partner organisation must conduct frequent trainings with all Oasis centers field staff, participating refugees 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 Oasis center staff and accountability mechanism to extent possible.
* Conduct quarterly consultations with participants in each Oasis center.
* Hang up zero tolerance posters and cards in all Oasis centers clearly explaining in Arabic the partner organisation’s and UN Women’s accountability policy and mechanism along with relevant contacts
* complaint and suggestion boxes in all Oasis centers installed with lock, only to be opened and managed by designated focal points
* 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 organization 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 IDP camp inter-agency feedback and complaint mechanisms.
* Received messages, feedbacks 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.

**Annex C-3**

**Azraq Refugee Camp Standard Operating Procedures (SOPs) for Incentive-Based Volunteering Scheme**

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**Annex C-3**

**Incentive-based volunteering in Zaatari camp Standard Operating Procedures**

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1. With the launch of the Gender-Sensitive Resilience Capacity Index (GSRCI) in 2021, UN Women intends to expand the scope of data collection and monitoring mechanisms under Oasis to provide clear indications on the types of investments needed to build resilience further and help measure resilience programming results over time. The GSRCI measurement conceptual framework captures all pathways to well-being and allows for understanding how women deal with shocks, stressors and adverse situations and address their immediate and long-term needs. Its measurement contributes to four outcomes: (i) improved livelihoods, (ii) women´s empowerment and decision making (iii) reduced tolerance to GBV (Gender Based Violence), (iv) improvement in wellbeing. The results obtained from the structure of the GSRCI, and its multidimensional impact will help shape future programmes of UN Women, bridging and strengthening coordination between humanitarian and development response structures. [↑](#footnote-ref-2)
2. Guards may either be IBVs or outsourced to a security company. [↑](#footnote-ref-3)
3. In exceptional circumstances, three (3) years of history registration may be accepted and it must be fully justified. [↑](#footnote-ref-4)
4. [Secretary General’s Bulletin, 9 October 2003 on “Special measures for protection from sexual exploitation and sexual abuse](http://www.un.org/Docs/journal/asp/ws.asp?m=ST/SGB/2003/13)” (ST/SGB/2003/13), and United Nations Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners. [↑](#footnote-ref-5)
5. If the budget is for grant-making activities, add a field for grants. For grant-making, (i) only up to 50% of the Partner proposal amount may be used to fund grants, (ii) not more than 25% of the Partner Agreement value can be issued per individual grant. [↑](#footnote-ref-6)
6. “Other costs” refers to any other costs that is not listed in the results-based budget. Please specify what they are in the footnote. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [↑](#footnote-ref-7)
7. List of current skills training: Receptionist (skilled); Tailor trainee (skilled); Master cutter (Highly skilled); Tailoring supervisor (Highly skilled); Hairdresser trainee (Skilled); Hairdresser supervisor (Highly skilled); Mosaic trainee (Skilled); Mosaic supervisor (Highly skilled); Nursery facilitator (0-2 Years) (Skilled); Daycare facilitator (3-5 Years) (Skilled); Afterschool program facilitator (Skilled); Literacy programs facilitator (Highly skilled); English language teacher (Technical); Computer teacher (Technical); Computer trainee (Skilled); Hand Craft trainee (skilled); Hand Craft supervisor (Highly skilled); Cleaner (Semi skilled); Cleaners Supervisor (skilled); Tailor/Maintenance (for swing machines) (skilled) [↑](#footnote-ref-8)