



UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
UNHABITAT, Plot-5-11, UNMOGIP Building,
Diplomatic Enclave G-5, Islamabad
info@unhabitat.org.pk | www.unhabitat.org.pk
FOR A BETTER URBAN FUTURE

PROJECT

Regional Office for Asia and the Pacific – Regional Support

CALL FOR PROPOSAL

30th September 2025

Ref. No.: AOC/CFP/ROAP/2025/PAK07

Subject: UN-Habitat ROAP Call for Proposal for potential collaboration on activities for the “Harmonizing Afghan Refugees and Host Communities in Urban Slums in Pakistan for Peaceful Coexistence and Social, Gender-Positive Inclusiveness.

The United Nations Human Settlements Programme (UN-Habitat) Regional Office for Asia and the Pacific (ROAP) hereby solicit proposals from not-for-profit organisations including NGO and INGO's for the above subject, in accordance with this document and annexes attached.

This Call for Proposal (CFP) consists of this document and the following annexes:

1. Technical Proposal Template
2. Budget Proposal Template
3. Partner Declaration Form
4. Sample Agreement of Cooperation

A complete set of Technical and Budget Proposals, Signed Partner Declaration Form, including all the required documents listed in the CFP Instructions and Guidelines must be received by UN-Habitat ROAP no later than 15th October 2025 to the following address via email:

UN-Habitat Regional Office for Asia and the Pacific (ROAP)

Email: habitat.fukuoka@un.org

Please indicate the “CFP ROAP/2025/PAK07” in your email subject.

Proposals must be submitted in the English language and UN-Habitat reserves the right to reject any proposals which are not received by UN-Habitat ROAP by the above-stated deadline. All interested parties must also register on the UN Partner Portal, and complete their organization profile for verification, to be considered for partnership.

UN-Habitat will enter into an Agreement of Cooperation (AOC) with the selected Executing Entity, a sample of which is attached for your reference.

For queries on this CFP, please contact Mr. John Taylor, Chief Technical Advisor, at email: john.taylor@un.org.



CALL FOR PROPOSALS INSTRUCTIONS AND GUIDELINES

The purpose of the Call for Proposal is to request proposals from potential Executing Entities¹ that wish to participate in UN-Habitat operation and contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving common objectives as outlined below and subsequently agreed in an Agreement of Cooperation.

PROJECT

Harmonizing Afghan Refugees and Host Communities in Urban Slums in Pakistan for Peaceful Coexistence and Social, Gender-positive Inclusiveness

ASSIGNMENT

Strategic settlement upgrading, organizational strengthening, and social programming activities for 12 slum settlements in Kohat, Haripur, and Peshawar

Purpose of Call for Proposal

The Call for Proposal (CFP) is hence seeking a NGO or Not-for-profit entity who will enter into an agreement of cooperation with UN-Habitat to support UN-Habitat ROAP in the context of reducing extreme vulnerability and improving living conditions by enhancing tenure security, upgrading community facilities, increasing connections with surrounding areas, strengthening organizational capacity, and improving community infrastructure and services, in 12 urban slum settlements hosting Afghan refugees in Kohat, Haripur, and Peshawar.

Size of grant: max US\$ 1,300,000, consisting of

- Staff and other personnel costs; supplies, commodities, materials; equipment, vehicles and furniture; travel; and general operating and other direct costs with a minimum of the budget allocation– **to be proposed in the financial proposal under this RFP.** *This segment of the grant is mainly for working costs, detailed implementation development, design and engineering, and all developmental (“soft”) activities.*

¹ Executing Entities are organizations that execute adaptation projects and programmes supported by the Fund under the oversight of the Implementing Entities



- Contractual services and transfers of grants to beneficiaries with a maximum budget allocation to be managed by the Implementing Partner during implementation based on the Proposal and subsequent Work Plans, as explained in the RFP. *This segment of the budget is mainly for procured small contractor services and supplied goods or specialised output-based services.*

Submission start date: 25th September 2025

Submission deadline date and time: 15th October 2025, 23:59 Hrs, Pakistan time (GMT+5)

Key project information:

- **UN-Habitat Project Title:** Harmonizing Afghan Refugees and Host Communities in Urban Slums in Pakistan for Peaceful Coexistence and Social, Gender-positive Inclusiveness
- **Locations:** Kohat, Haripur, and Peshawar, Pakistan
- **Anticipated start date:** January 2026
- **Estimated duration of project in calendar months:** 24 months
- **Maximum proposed value in US\$:** \$1,300,000
- **Lead Organization Unit:** UN-Habitat Regional Office for Asia and Pacific (ROAP)

Evaluation of submitted Proposals

- Pass / Fail
 - **Administrative review**
- Value for Money Review of the technical and financial proposals (quality, cost and risk), scored and weighed 70/30 for technical / financial proposal
 - **Technical Proposal**, in the UN-Habitat format, and its annexes, clarifying capacity, experience, proposed key personnel, understanding of and approach to deliver the project, as well as propositions for soft interventions including social programming and organizational development support, and, if deemed required, the use of beneficiary grants;
 - **Budget/Financial Proposal**, in the UN-Habitat format budget table, clarifying appropriate cost allocations for staff and other personnel costs; supplies, commodities, materials; equipment, vehicles and furniture; travel; and general



operating and other direct costs, showing value for money with a minimum budget allocation for these budget categories.

Multiple awards

UN-Habitat is issuing RFPs quasi simultaneously for Karachi and KP. Organisations can submit proposals for either call or two proposals – one for each call. In the latter case, organisations may note to cost efficiencies in case of being awarded both “lots”. These benefits will be considered. UN-Habitat may decide to award two agreements or one combined agreement.

Background

Strategic settlement upgrading, organizational strengthening, and social programming activities for 12 slum settlements in Kohat, Haripur, and Peshawar

UN-Habitat’s ‘Harmonizing Afghan Refugees and Host Communities in Urban Slums in Pakistan for Peaceful Coexistence and Social, Gender-positive Inclusiveness’ project (hereafter referred to as the “Project”) spans five cities Karachi, Peshawar, Haripur, Quetta and Kohat. The Project aims to reduce extreme vulnerability and improve living conditions in urban slum communities hosting Afghan refugees, by enhancing tenure security, upgrading community facilities, improving connections with surrounding areas, and improving community infrastructure. The project’s overall objective is to promote sustainability, social-cultural inclusion, community ownership, and socio-economic resilience through the extensive and active participation of community members.

The project is structured around 3 outcomes:

- To enhanced community well-being and capacity, and more sustainable and prosperous settlements, through inclusive and strategic settlement planning, including interventions that enhance tenure security and deliver adequate housing (Project Outcome 1)
- To improve the health, resilience and quality of life of all residents of slum settlements by improved basic services (Project Outcome 2A)
- More equitable access to public spaces, reduced environmental vulnerability, and enhanced connectivity with urban surroundings, together with priority community infrastructure (Project Outcome 2B).
- To enhance the prosperity of local communities of slum settlements, in particular including women and young people, due to enhanced skills, functional and accessible local markets, and which provide spaces for local manufacturing and commerce (Project Outcome 3)



The Project was launched in November 2024 and will be implemented over 4 years in the above five cities. Its implementation will target selected slum settlements through participatory approaches, supporting an array of improvements benefiting households and communities. The Project seeks to promote inclusive and strategic local planning; local economic development; and improved safety, health and connectivity for community residents. The scale and duration of the project allow UN-Habitat to test and demonstrate pathways for sustainable, safe, resilient, socially cohesive, and inclusive slum upgrading and urban development and inform future provincial and national policy accordingly.

Cities in Pakistan face multiple challenges, amongst them the Project seeks to address two interconnected ones: finding ways to reduce the vulnerability of Afghan refugees living in slums of cities. At the moment around 75% of the Afghan refugee population in Pakistan is found in cities, and a significant number of them live in slum settlements. The Project also focuses on the Pakistani urban poor communities who host and live together with Afghan refugees. It also seeks transformative ways to ameliorate the conditions of slum settlements, which languish due to lack of investment, social and physical isolation within cities, inadequate basic services, insecure tenure security, and overcrowded, unsanitary, and unhygienic environmental conditions. The reasons why slum settlements face these challenges, and the subsequent impacts of these conditions, are multiple and complex, they can be understood in terms of social, physical, and organizational factors.

Challenges facing slums hosting Afghan refugees

Slum settlements are not officially recognized due to their unofficial land tenure status and as a result are not well documented or recognized by local governments and public service providers. Their unofficial status leads to a low level of information about their residents, the level of basic services they rely upon, even existence of maps. It also leads to their disconnectedness in relation to their urban surroundings, not only are slum settlements not well connected to their surroundings by roads, drainage and basic services infrastructure, the communities who live in slums also experience social, cultural, and economic isolation.

The social isolation of slum community members compounds the effects of the physical isolation of slum settlements, leading to marginalization. Residents cannot count on local authorities to ensure their safety and security, or mend broken pipes and faulty services, and they may not feel accepted socially in areas beyond their own due to cultural differences. As a result, community members may feel they are discriminated against, further excluding them, and depriving them of fully benefiting from the opportunities offered by their urban surroundings.



Settlements in which Afghan refugees live alongside host communities may also experience organizational challenges due to internal division and a lack of unity. Different groups of residents may not agree upon shared objectives or have enough trust in each other to create workable maintenance schemes, or they may be unable to communicate clearly in the same language. Such situations undermine collective action and weaken their capacity to mobilize residents to manage shared assets and services. As a result, community-wide systems, such as water or drainage, may break down and be left in a state of disrepair. If slum settlements have very high numbers of Afghan refugees they may also not be represented by elected officials, such as ward councillors, so they do not have advocates to help them secure public investment or expand services.

'Strategic settlement upgrading, organizational strengthening, and social programming activities for 12 slum settlements in Kohat, Haripur, and Peshawar' adopts an inclusive, participatory, and transformative approach to upgrade slum settlements. It promotes the creation of social, economic and physical linkages with the areas that surround slums and supports local communities to develop a consensus-based and comprehensive development vision. This approach considers and leverages both the existing skills and capacities of *residents* and *local community groups*, as well as the places and assets of the slum itself.

Target communities / settlements / groups

UN-Habitat is targeting twelve slum settlements in Kohat, Haripur, and Peshawar, with support of the Government stakeholders including the Commissionerate of Afghan Refugees (CAR), together with the local authorities. These settlements are characterized by their inadequate access to basic services, insecure land tenure status, and the presence of a significant proportion of housing structures made of temporary materials. The settlements may also present a mixed scenario in which pockets of the community display impoverished conditions; thus, a diversity of conditions may be present. These settlements are also those where a significant number of inhabitants experience socioeconomic vulnerability and poverty, as well as where Afghan refugee households have been living over a lengthy period (i.e. where PoR holders reside) together with local host communities, who share similar living conditions.

The UN's and UN-Habitat's definition of slums settlements is determined by an insufficient access to improved water and improved sanitation, overcrowding (insufficient living area for household members), insufficient durability of housing, and lack of security of tenure. This definition was incorporated in the SDG11.1.1 indicator and expanded with issues of housing adequacy².

² https://unhabitat.org/sites/default/files/2020/06/metadata_on_sdg_indicator_11.1.1.pdf



The 12 targeted slum settlements are Taj Abad, Bara Qadeem, Batha Tal, Sarband 1, Subhan Abad, and Wahid Ghari (in Peshawar), Ghamkol 1, Ghamkol 2, Bayana Ghamkol (in Kohat), and Panian, Panian 1, and Basso Maira (in Haripur).

UN-Habitat's Assessment

Over the course of the previous eight months UN-Habitat has engaged in a series of assessments of these 12 settlements in Kohat, Haripur, and Peshawar. The assessments have yielded maps, spatial analyses, problem trees, detailed project proposals, and Strategic Settlement Plans. A parallel 'socio-economic baseline' assessment is also being carried out that contributes to the formulation of baseline indicators, and the characterization of the target populations in each settlement. Some of the preliminary findings from the assessment phase provide insights into the strategic approach UN-Habitat has developed.

- Slum settlements hosting Afghan refugees are often socially, economically, and physically isolated from their urban surroundings, they lack linkages to access many of the opportunities offered by the cities where they are located (including basic services, jobs, recreation, and cultural and educational activities).
- The effective maintenance and management of basic services and community infrastructure depend on the capacity of community-based organizations and community leaders, but they face significant capacity challenges.
- Improving access to basic services and mobility options requires infrastructure interventions that connect community systems to city supply networks, investment in small-scale infrastructure, consistent maintenance and repair, and strengthened community capacity to effectively manage and maintain services independently.
- Open spaces in slum settlements, including paths, roads, and empty lots, lack greenery, are often polluted, have experienced encroachment, may appear abandoned, and pose risk to residents. However, they can provide such communities with the opportunity to create shared, attractive, and inclusive spaces, that enable communal activities, including sports and recreation, and promote access.
- Women and children are often marginalized from local decision-making processes, the use of shared spaces and facilities, and from accessing livelihoods and educational opportunities.
- Participatory planning, resulting in collective development strategies, including settlement plans, area business plans, and open space plans, can promote collective action and support more harmonious co-existence between Afghan refugee and hosting communities.



The Project participatory planning methodology leading to “Strategic Settlement Plans” (SSPs) and “Community Development Committees” (CDCs)

UN-Habitat has been working within slum settlements hosting Afghan refugees and host communities in Kohat, Haripur, and Peshawar since December 2024. The first stage of the Project has been dedicated to participatory planning, active involving residents to better perceive the built environment around them, to recognize and value their assets as well as their understand challenges, to actively explore and interrogate complex problems, and to seek consensus-based solutions that address them in a way that is both feasible and sustainable. By September 2025 UN-Habitat has completed the planning process in three slum settlements, by February a further nine settlements will also conclude their planning, resulting in 12 Strategic Settlement Plans overall.

The participatory planning process is made up of four interconnected stages: community mapping and spatial analysis, problem analysis, project proposal development, and finally discussion and prioritization.

The first stage guides the documentation of the physical characteristics of each slum settlement, resulting in a set of maps of both the internal layout and community assets, as well as the surroundings. The mapping process is carried out in collaboration with residents, through transect walks and focus group discussions, culminating in a public workshop involving a diverse set of residents to discuss and add missing information, and ultimately verify the maps. The settlement maps reflect basic services, open spaces, roads and paths, local businesses and markets, social infrastructure, and areas of risk or insecurity. They also locate the slum within a broader surrounding to demonstrate facilities and assets in the adjacent area. During the workshop the maps are validated by community leaders and elected officials, such as the ward councillor. Once the maps have completed the UN-Habitat team undertake a spatial analysis to identify both challenges and opportunities for possible project interventions.

The next step is for community members to work together to identify their most pressing problems and to analyse them in depth. During a series of focus group discussions different groups conduct a problem analysis exercise for four or five burning issues (identified during the mapping workshop) to explore their root causes and subsequent impacts.

In the third stage community members will come up with *five* potential solutions (per settlement). Five groups within each community then develop these into project proposals. Proposals include a variety of complementary components, combining different approaches.



These include infrastructure interventions, social programming such awareness raising and community mobilization, as well as boosting the organizational capacity of community committees and organizations, so they can manage and sustainably manage of each proposed intervention beyond the Project. The project proposals are documented in tables which organize valuable information and their analysis.

Finally, each of the communities develops a Strategic Settlement Plan through an inclusive and deliberative planning process. During a public workshop – entitled ‘Community Action Planning’ workshop – each of the five groups presents their proposals to other community participants. Workshop participants discuss and reflect upon the proposals before voting for their preferred choices, resulting in a prioritized list. This list is validated community-by-community, leading to the SSP that sets out the sequence and the location of the interventions. The SSPs thus provide a vision for each settlement, arrived upon through a collective and consensus-based process, which serves as the basis for all the subsequent interventions and activities to be undertaken by the Project. Each community also nominates its CDC, a representative body of leaders to oversee and guide the implementation of the SSP over the coming years.

The SSPs capture the consensus of community priorities at the time they were deliberated. Outstanding “hot” issues and challenges often prevail, e.g. water and sanitation issues, or solid waste management challenges, or access problems.

Needs are often complex and dynamic. The SSPs do not clarify community capacity per se. Issues of cohesion or leadership may complicate future implementation. In some communities, the SSPs also may have left in the shadow other root challenges – such as access to skill training, or financial literacy, or specific needs for women, and other needs.

UN-Habitat closely worked with local government and CAR stakeholders when undertaking the consultations. However, SSPs are not formally government-approved. Actions expected to be implemented under the SSPs would require further reviews – design & engineering, reviews, clarifications and consultations with regard to future asset hand-overs, and maintenance and operations, social and environmental safeguard reviews, local government and CAR consultations, and government permitted as required by applicable laws and bylaws.

Budget allocations for support to communities.



Based on the progressing assessment in settlements in Karachi and KP, UN-Habitat develop a financial plan to allocate support to each of the settlement communities, based on principles of priority, vulnerability and opportunity.

- **Priority** – settlements with a higher proportion of Afghan refugees receive relatively more support than those with lower numbers of Afghan refugees.
- **Vulnerability** – settlements with worse slum conditions receive relatively more support, and settlements in urban areas that overall have worse slum conditions, receive even more; also settlements with weaker local governance and leadership capacity receive relatively more support.
- **Opportunity** – settlements in urban areas receive relatively more support than settlements in peri-urban areas, as the improvements (e.g. access, public space, ...) is likely to benefit more people than those of the settlement itself.

As the SSPs are not detailed plans nor designs and as SSP development in part of the settlements is still ongoing, this RFP will provide lumpsums for initiatives, as envelopes. In their technical proposals, organisations need to clarify their approaches, proven solutions as an umbrella of options. In the financial proposals, the interventions will be lumpsums that are the same for all proposals. The lumpsums represent the envelopes, overall and for each settlement. UN-Habitat is still finetuning these envelopes, to be finalized by the time of awarding contracts.



TERMS OF REFERENCE

1. OBJECTIVES OF THE PROJECT

The RFP will lead to the selection of an Implementing Partner to undertake a considerable share of the implementation of the project 'Harmonizing Afghan Refugees and Host Communities in Urban Slums in Pakistan for Peaceful Coexistence and Social, Gender-positive Inclusiveness' project (hereafter referred to as the "Project"), especially in Kohat, Haripur, and Peshawar.

2. SCOPE, FOCUSES AND MAIN ACTIVITIES

2.1 Roles and responsibilities of UN-Habitat and the selected partner.

To date, UN-Habitat Pakistan, supported by its provincial office in Peshawar, has been leading the assessments, both socio-spatial and socio-economic.

Moving to implementation, UN-Habitat will focus on (1) overall project management, (2) procurement for infrastructure development, and (3) results monitoring, quality assurance monitoring, assuring grievance response, and learning. UN-Habitat will also focus on urban planning, land and housing outcomes, in a consultation process with all local stakeholders. This consultation has just started, for instance with the Department of Human Settlements in relation to advancing the surveying of notified settlements.

The partner sought under this call will take forward the findings of the assessments in each of the 12 settlement communities. This will be guided by the SSPs, which have focused strongly on improving the health, resilience and quality of life of settlements, including increasing access to public spaces and community infrastructure. The selected partner will continue the participatory planning and engagement process as needed, especially to add complementary programmatic activities that strengthen local capacity to manage and maintain community services, assets, spaces, and events, so that they continue to be used, cared for, and provide benefits for all residents of the community. For example, the partner will support local committees to maintain local infrastructures and services, deliver behavior change campaigns, and activate public spaces with activities that promote health and well-being. The partner may also propose the use of beneficiary grants for activities, if well proposed and supplemented with the relevant partner policies for such grants.

A cooperating partner, as per UN rules and regulations, cannot undertake major procurement, e.g. for infrastructure or building assets. For this reason, the procurement responsibility is with UN-Habitat, while the partner focuses on *integrated community development actions*.

Integrated community development actions comprise:



- Continued community capacity building in integrated settlement planning
- Capacity building in areas of improving health and skills, and social, cultural, and economic development
- Capacity building in relation to managing public assets and spaces
- Undertaking community-supported procurement* for and implementation of small-scale infrastructure and assets, complementary to the above.

(*As per UN-Habitat regulations, the value of procurement of infrastructure, materials, or equipment needed by the community should have maximum of the budget allocation).

The partner needs to incorporate the SSP priorities, while further developing a comprehensive engagement with each community, or if relevant, with associated communities. UN-Habitat has developed budget envelopes for each community that will guide the planning by the partner. These budget envelopes were set by parameters. Slums with a higher ratio of Afghan refugees, with worse slum conditions, with weaker community leadership capacities receive relatively higher envelopes. However, more urban locations also receive relatively higher budgets compared to isolated communities, as the assets and skills gained in the project can benefit also surrounding communities, and hence accelerate urban inclusion, economically and socially.

The partner will be required to submit successive working plans to UN-Habitat. Each working plan should provide the engagement plans already agreed with respective communities and the results of procurement needed already done. UN-Habitat will approve both the workplans and the procurement actions done by the partner.

Furthermore, the partner will engage the community for ensuring that procured infrastructure assets procured through UN-Habitat are sustainably added. The partner will engage the community in supporting final planning, ensuring access of contractors, ensuring the safety of construction sites, testing if required, and, most importantly, managing the asset after hand-over.

UN-Habitat and the selected partner will seek to jointly leverage existing community assets, and augment community capacity to sustainably manage their assets, resources, and systems, solve problems, in a way that enhances prosperity, peace, and safety.

2.2 Scope of work of partner

The selected Partner will be responsible for the following:

1. **Implementing 12 Strategic Settlement Plans.** For each of the 12 targeted urban slum settlements the Partner will review each Strategic Settlement Plan, already endorsed by residents during Community Action Planning workshops, to create a Work Plan to implement the stated projects. The Work Plan will include settlement-specific interventions



and activities that respond to each of the five project proposals; each project is likely to combine infrastructural interventions, training and capacity support for sub-committees, and complementary social programming. Together these 'components' combine to implement upon each project; cumulatively the 5 projects mutually reinforce each other to achieve the community's overall vision. The Work Plan must be reviewed and endorsed by each settlement's Community Development Committee (CDC), the primary partner who oversee and guide the implementation of the Work Plan. The Work Plans will sequence projects in the same order as they were prioritized in each community's Strategic Settlement Plan (thus in Year 1 the first, second, and perhaps third projects will be initiated, while in Year 2 the remaining ones will follow). A formal review will take place quarterly.

2. **Mobilizing and raising the awareness of local residents.** The Partner will mobilize local residents to raise awareness about a number of issues complementary to each community's stated priorities. These could include hygiene, public health and safety, disaster preparedness, the importance of the upkeep and maintenance of community infrastructure and spaces, among other to be determined by the Partner. Social mobilization will encourage the inclusion of all residents in terms of activities and outreach, in particular women and youth. The Partner can help residents to become involved in deliberative and consensus-based decision-making practices, share community norms and practices, adopt community-feedback and redressal mechanisms, and contribute to supporting the effective functioning of shared basic services (for instance through paying fees and contributing to maintenance funds). Other suggestions for community awareness actions are welcome, such as providing vocational, entrepreneurship, and technical skills training.
3. **Building the capacity of community-based organizations.** In each slum settlement community residents have nominated a Community Development Committee (CDC), as well as a set of five sub-committees; there may also be other CBOs present). Collectively these committees/ organizations are responsible for guiding and overseeing the implementation of all the interventions under the Project. Each settlements' 5 sub-committees are focused on specific projects; accordingly, they require capacity and mentorship support to manage and maintain basic service infrastructure networks and community assets and spaces (e.g. community centers and recreational facilities), develop regulations, resolve conflicts and problems, share information with residents, collect revenue, and provide support services. The Partner will start by assessing the capacities of these organizations and subsequently design a plan to provide them with skills and training, mentor them so they can effectively and independently implement and monitor community projects, share information, and adopt collective and transparent decision-making practices. Throughout the entire duration of the Project the Partner will support and offer guidance to the CDC, sub-committees, and find ways to link them together, both within each community and beyond, with other such CBOs in other settlements. The foundation of a city-sharing platform will promote



experience sharing and support collective advocacy for scaling-up policies.

4. **Constructing local facilities, and upgrading and expanding basic service infrastructure**, for example as water supply, sanitation, drainage, and solid waste management systems. The Partner will be responsible for the rehabilitation or construction of small community facilities (such as community centers), networked infrastructure (such as streetlamps and drainage networks), and public spaces and recreational facilities (such as playgrounds and sports courts), set out in the SSPs. The Partner will be expected to survey the local context, review spatial analysis of the surrounding area, develop the design in consultation with local residents (through co-design workshops and fact-finding focus group discussions) to ascertain the needs of residents, and seek approval from the CDC. Interventions will include repairing existing but damaged infrastructure, expanding upon small- and medium-scale infrastructure, and flood mitigation and environmental improvements.
5. **Delivering social programming to support community building**. In each of the 12 settlements the Partner is free to suggest activities that can support the comprehensive achievement of each Strategic Settlement Plan. These 'social programming' activities should be complementary and reinforcing of the five prioritized projects. For example, in a settlement which prioritized the repair and expansion of its water delivery system the Partner can propose a WASH behavior change campaign for users of the water system; in a settlement where the construction of a playground and recreational space was prioritized, the Partner can offer regular badminton and football training for girls and boys so that the facilities are used and enjoyed; where the rehabilitation of a community center was approved, the Partner can offer literacy classes and reading sessions to adults and children. In each case social programming will consider the inclusive involvement of residents, especially women and youth, emphasizing the ownership and care of community assets and spaces, and promote peaceful coexistence between Afghan refugees and host communities.
6. **Monitoring, evaluation, and quality assurance** will accompany all the activities to support regular updating of progress together with the CDCs and sub-committees and in conjunction with UN-H. Reporting should be carried out to track and share progress towards the Project's outcomes, ensuring alignment with UN-Habitat standards and Sustainable Development Goals (SDGs), particularly SDG 11 (Sustainable Cities and Communities).
7. **Advocacy at the neighborhood- and city-scale** will support promoting the government adoption of participatory planning practices, and effective slum upgrading policies, especially those that advance the peaceful co-existence of Afghan refugee populations with hosting communities. Advocacy activities will include experience sharing events, roundtable



discussions, or city-level forums, and would support policy influencing and reflexive practice by implementing partners, government partners, and other stakeholders.

2.3 Work Plan and related deliverables

The selected Partner will develop an overall plan which includes the following main activities:

- A. **Inception Report:** The Inception Report will require around two months to elaborate and contain the Partner's methodology and tools for working in each slum settlement.
- B. **Work Plans:** A 'Work Plan' is a detailed activity plan covering a period of several months, it includes engagement planning with communities and stakeholders, design and development³ of proposed activities, procured and ready-to-sign activities⁴, proposals for trainings and workshops, community visits and engagements, and events.
 - a. Work Plans must contain all documentation that needs to be pre-approved by UN-Habitat prior to proceeding towards implementation. The Work Plan contains settlement-by-settlement 'Activity Plans' which refer directly to the SSPs of each slum settlement, and the cost reflects the budget envelopes indicated by UN-Habitat.
 - b. For each slum settlement there needs to be indication of the capacity building support to be provided to CDCs and sub-committees (as well as any other relevant CBOs), the social programming activities, and infrastructure needs.
 - c. At the settlement level the 'Activity Plans' will also be reviewed and approved with CDCs to ensure their ownership for the process.

³ Design and development includes design, engineering, social and environmental safeguards reviews, permitting and other government consultations, planning of hand-over and maintenance and operations, and all other preparatory work to building or implementing results.

⁴ Procurement are all processes of transparently obtaining value for money proposals from contractors, suppliers, etc that result in building or implementation. The procurement policy of the partner will apply. Community engagement and participation are highly recommended.

Schedule of submission of Work Plans (and Reports). Four successive Work Plans are required, at the end of month 3, month 7, month 12 and month 17. This schedule allows

month	reporting
1	
2	
3	workpl1 + quarterly report 1
4	
5	
6	quarterly report 2
7	workplan 2
8	
9	quarterly report 3
10	
11	
12	workpl 3 + quart. report 4
13	
14	
15	quarterly report 5
16	
17	workplan 4
18	quarterly report 6
19	
20	
21	quarterly report 7
22	
23	draft final report
24	final report

for a start-up (mobilisation, initial consultations with communities). In the first work plan at the month 3, it is expected that forward proposals for the months 4 to 7 will be about continued engagement, trainings, social-economic pilot initiatives. Constructions will be limited, as the lead time will have been insufficient.

The initial engagements are also to be limited to settlements where the SSPs are already completed.

The 2nd, 3rd and 4th work plans will incorporate the bulk of development activities.

Separate from work plan submission, there will be quarterly reports required, which are entirely complementary to work plans. **Quarterly reports are substantive (not financial) and focus on results** : the progress and delivery of activities, hand-overs, trainings done, progress on delivery against results indicators, issues and challenges, etc.

A final report will be comprehensive and cover the full engagement from the start.

C. Complementary development planning deliverables

The partner is required to also develop and submit a number of development plans for each settlement and additionally for combined settlements or for all settlements when relevant. The Technical Proposals will clarify when batches of these can be produced in draft and as final submissions.

- **Capacity assessment and Capacity building plan:** Each settlement requires a capacity building plan for the CBOs (including CDCs, 5 sub-committees, and other relevant CBOs), from which a capacity building curriculum and training plan will be derived. The *capacity assessment* will indicate the baseline capacity level that the organization or committee is at. The capacity building plan establishes the goals for each organization, the curriculum each will cover, and the trainings and support



along the course of the Project. The capacity building plan indicates milestones and target achievements to ensure that each acquires skills and demonstrates progress. Capacity and progress will be evaluated by a third-party organization at intervals during the Project.

- **Social programming plan:** Each settlement also requires a set of social programming that will support and complement the proposed projects provided in each SSP. The social programming plan indicates activities, materials, how often the activity will be held, its location, and the resources needed to do so. For example, social programming may include sports, music, or vocational training.
- **Local business development assessments and business development plan:** Where indicated in each SSP (not all communities prioritized business development) an *assessment* will be conducted that identifies local businesses, their assets, human resource capacity, profitability, and the location of their facilities/ commercial outlets (for instance if shops are located on a commercial corridor or in a market, or whether manufacturers have adequate production space). The *business development plan* will indicate the vocational trainings that different businesses need, infrastructural interventions that support improving manufacturing capacity, physical interventions to improve the business environment, and mentorship and advisory support to business associations and market trader associations to improve environmental and business conditions. The plan should relate to the overall settlement plan in cases in which commercial corridors or access points need to be improved to attract customers or make the area more conducive for business.

3. EXPECTED OUTPUTS

- Work plans and reports as explained above, including a draft final report and a final report
- Community capacity assessments, capacity building plans, and local business development assessments and plans.
- Detailed sub-project implementations, as per submitted plans and proposals, with as-built and hand-over documentation, and O&M manuals etc, for each of the 12 settlements



4. TIMELINE OF REPORTING AND PAYMENTS

The assignment is planned for 24 months with the timeline as below.

month	reporting	% installm
1		12.5%
2		
3	workpl1 + quarterly report 1	
4		
5		
6	quarterly report 2	
7	workplan 2	
8		25.0%
9	quarterly report 3	
10		
11		
12	workpl 3 + quart. report 4	
13		30.0%
14		
15	quarterly report 5	
16		
17	workplan 4	
18	quarterly report 6	22.5%
19		
20		
21	quarterly report 7	
22		
23	draft final report	
24	final report	10.0%

An Agreement of Cooperation (AoC) will be duly signed by UN-Habitat and the selected Partner.

Payment will be made in five instalments, upon the Partner's submission of expected deliverables and evidence of satisfactory outputs/results upon certification and approval by UN-Habitat.

Payment is requested together with submitted work plans. Payment requests other than for the instalment on signing shall be complemented with audit reports – the audit will be commissioned by UN-Habitat.

UN-Habitat does not require that organisations prefinance activities, except for the last 10% of the activities.

The first months are mainly for consultations and planning. As there is no work plan required at the start, the partner will consult UN-Habitat to receive approval to start early with the implementation of results.

The first advance should allow the partner to implement the activities in the months 1, 2, 3 and 4 and pay its management and overhead costs (as approved in the budget associated to the agreement) in the same period. During

month 4, it should a next payment upon approval of the work plan, the financial report (and the associated audit report).

The second advance shall include all work planning components for months 4 to 8, i.e. up to the planned receipt of the next advance.

The same logic applies for work plans 3 and 4. The last work plan covers all remaining work planning until the end of the project, hence including those activities pre-financed by the partner.

5. ROLES AND RESPONSIBILITIES



The division of responsibilities for the following tasks are defined as indicated:

Stage	Roles and Responsibilities	
	NGO or Not-for-profit entity	UN-Habitat Provincial Coordinator (KP)
Inception Phase	<ul style="list-style-type: none"> • Develop a short mobilization and inception plan in the first weeks, covering the first 3-4 months in communication with UN-Habitat • Study the SSPs, assessment report, and other project information provided by UN-Habitat • Develop work plan 1 • Implement early activities if approved by UN-Habitat 	<ul style="list-style-type: none"> • Provide SSPs, maps, and other community data and information • Coordinate engagement with Community Development Committees, introduce Partner to local stakeholders and community leaders
Implementation Phase	<ul style="list-style-type: none"> • Engaging with government stakeholders for sub-project consultation and approvals, as required by applicable laws and bylaws • Conducting outreach and engagement with community stakeholders • Supporting community meetings, activities, and decision-making • Providing training activities for communities and relevant CBOs • Elaborating surveys, design and engineering for small infra/construction sub-projects, and undertake procurement therefor, of goods & services • Ensuring orderly hand-overs to communities, and training for O&M • Implementing all other activities related to Work Plans • Organizing community information sessions and other facilitation to allow contractors 	<ul style="list-style-type: none"> • Engaging with government stakeholders for steering and policy purposes • Attending community events, trainings, and activities in a supporting and observer role • Procuring infrastructure and construction works, and other goods and services of significant value, as per SSPs and per community feedback co-facilitated by the partner • Organising third-party monitoring, mid-term and end evaluation, grievance management and response • Engaging in all areas of public communication on the projects, including the activities of the partner(s)



	to implement infrastructure works procured by UN-Habitat <ul style="list-style-type: none"> • Collecting data for monitoring progress • Providing quarterly reports, draft final report and final report 	
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6. ELIGIBILITY CRITERIA (FOR ADMINISTRATIVE CLEARANCE)

Criteria	Submission Details/ Documents Required
Legal Status	<ul style="list-style-type: none"> • Certificate of registration or charter, as proof of establishment • Proof of status as a non-profit, e.g. registered status, tax certification, or comparable • Legal registration and authorization to operate in Pakistan (e.g., registered with the Economic Affairs Division (EAD), Securities and Exchange Commission of Pakistan (SECP), or relevant provincial authorities for NGOs/INGOs).
Organization profile and details	<ul style="list-style-type: none"> • Able to submit clear organization profile and structure of the organization indicating <ul style="list-style-type: none"> – Organisation's vision, mission and objectives – Organisation's management structure – Proof of membership to professional associations if any.
Financial Capacity	<ul style="list-style-type: none"> • Audited financial statements (balance sheet and income statement) for the last two years showing financial stability
Bank account	<ul style="list-style-type: none"> • Is the organization willing and able to have a bank account for the funds provided by UN-Habitat?
Integrity and Governance	<ul style="list-style-type: none"> • The organization should complete and submit a signed Partner Declaration Form (template attached) • Provide the profiles of the Chairperson of the Board of Directors, Head of the Organization, and Chief of Finance <p>To note that Organizations must not be on any UN sanctions list or ineligible under Pakistani law.</p>

7. PROPOSAL EVALUATION CRITERIA

Criteria	Submission Details/ Documents Required
1. Technical capacity <technical proposal template provided>	
<p>1.1 Does the organization have the relevant experience and proven track record in implementing activities in the areas of the project? More in particular, can the organization demonstrate the following:</p> <ul style="list-style-type: none"> • At least 5 years of demonstrated field experience in at least four (4) of the following sectors: urban development, slum upgrading, refugee support, community infrastructure, disaster risk management, livelihoods support, skills training, social-cultural support in Pakistan. • Proven track record of working in Sindh Province. • Experience in gender-responsive and inclusive programming, with experience in promoting women's participation, preferably in the context of engagement with communities living in urban or peri-urban slums or informal settlements. • Experience supporting Afghan refugees is an asset. • Documented experience in successfully completing large projects of more than \$500,000, with available documentation including project evaluation and project audit reports. • Prior experience partnering with UN agencies or international donors is an asset. 	<ul style="list-style-type: none"> • List evidence demonstrating key experience as required
<p>1.2 Does the organization have qualified technical staff with the experience and technical skills required by the project?</p> <ul style="list-style-type: none"> • Leadership and management staff • Technical staff • Comparable Experience • Technical Competence • Experience working for UN agencies in similar areas 	<ul style="list-style-type: none"> • CVs of key management staff, technical and non-technical staff that will be involved in the project • List of technical/specialist staff proposed to work on the project
<p>1.3 Does the organization possess adequate physical facilities, office equipment, etc. to implement the activities?</p>	<ul style="list-style-type: none"> • Provide location and a description of the available office facilities

1.4 Does the organization have project cycle policies and procedures, HR, operational, PSEAH, and social-environmental safeguards policies and procedures.	<ul style="list-style-type: none"> Provide project monitoring policies and procedures and policies
2. Technical Proposal	
<p>2.1 The technical proposal is sound and innovative and responds adequately to the specifications and requirements.</p> <p>2.2. The proposal elaborates clearly how the organisation will organize continued engagement with the selected communities</p> <p>2.3. The proposal elaborates clearly how the organisation will develop SSP and related small infrastructure priorities, with regard to all requirements of sound project management (detailed development, permits and clearances, safeguards reviews, design and engineering, procurement, contracting, quality assurance and hand-overs), including all matters of community engagement (before, during, after).</p> <p>2.4. The proposal elaborates clearly what the organisation proposes on complementary community development activities and how the organisation will develop these and others that will come during community consultations.</p> <p>2.5. The proposal elaborates clearly the actions the organisations proposes to ensure community engagement prior, during and after the provision of contractor services within settlements procured by UN-Habitat</p>	Technical Proposal <template provided>
3. Financial and administrative capacity	
3.1 Has the organization been in operation over a period of at least two years to demonstrate its financial sustainability and relevance?	<ul style="list-style-type: none"> State the years of operation Financial statements for the last two years
<p>3.2 Does the organization have qualified staff in Finance?</p> <p>Does the organization have accounting systems in place which can provide separate financial reports on the activities executed under the Agreement of Cooperation (AoC)?</p>	<ul style="list-style-type: none"> CVs of key finance and accounting staff Description and key features and controls of the accounting system used



Does the organization have budget control systems and budget and finance staff operating at arm's length from the project team ?	<ul style="list-style-type: none"> Organization structure/ Organogram
3.3 Does the organization have the experience to procure goods and services on a transparent and competitive basis?	<ul style="list-style-type: none"> Copies of procurement policies and procedures (if applicable)
3.4 Does the organization have formal procedures and controls to mitigate fraud ?	<ul style="list-style-type: none"> Describe anti-fraud controls and provide formal procedures
3.5 Does the organization have the capacity to provide in-kind, financial and/or personnel contributions as an UN-Habitat's AOC partner in this present project?	<ul style="list-style-type: none"> Describe the nature and value of the contribution (in-kind or cash) for this particular project
4. Financial Proposal	
4.1 Is the budget for each component of the activity to be performed by the Partner: (i) cost-effective (i.e. the cost should be economical and prudently estimated to avoid any under/overestimation); (ii) justifiable/well supported; and (iii) accurate and complete 4.2 Is the total value of the proposal less or equal to US\$600,000, excluding the value of contractual activities and potential activity-specific grants-out to beneficiaries) 4.3 Are the proposed budget components and lines (including proposed in-kind budget components and lines) appropriate to deliver proposed activities at cost	Budget Proposal <template provided> <ul style="list-style-type: none"> Budget Other supporting documents
Cumulative score for ratios	

Notes:

- Interested Organizations must provide information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.).
- The Proposals consisting of Technical and Budget proposals and enclosed documents must be received in accordance with the instructions provided. The submission to a different email address will not be considered.



3. The Proposals from applicants failing to provide the complete information to fulfil the basic eligibility criteria will be considered non-responsive.
4. The Proposals received after the above deadline will not be considered.
5. Organizations will be selected in accordance with the procedure set out in the UN-Habitat Implementing Partner Management Policy and Standard Operating Procedures.
6. The Proposals from applicants failing to provide the requested information will be disregarded.
7. This CFP does not entail any commitment on the part of UN-Habitat, either financial or otherwise. UN-Habitat reserves the right to accept or reject any or all proposals without incurring any obligation to inform the affected applicant(s) of the grounds.
8. All prices must be in USD.
9. Note on the standing order to repatriate: UNH is closely following the Government of Pakistan's evolving policy framework on refugee repatriation and remains in contact with the Commissionerate for Afghan Refugees (CAR). UNH will act in accordance with applicable instructions of the Government of Pakistan. To ensure full alignment, the scope and timelines of this RFP and the Project may, if necessary, be adjusted, deferred, suspended or cancelled at any time, without liability to respondents. Provincial Steering Committees being formalized to strengthen coordination may provide guidance that informs implementation decisions.
10. Cost estimation for hard components: Market Rate System (MRS) relevant to each province will form the basis of cost of construction work and procurement.

Please note that applications received after the closing date stated below, will not be given consideration. Only short-listed candidates whose applications respond to the above criteria will be contacted for an interview. The fee will be determined according to the selected candidate's qualifications, skills, and relevant experience. In line with UN-Habitat policy on gender equity, applications from female candidates will be particularly welcome. UN-Habitat regrets its inability to reply individually or attend to telephone queries on the advertised posts.

Submission Requirements for the RFP, in addition to the Technical Proposal and the Budget proposal (using the UN-Habitat templates)

- A cover letter expressing interest and confirming eligibility (maximum 2 pages).
- Organizational profile, including registration certificates, legal status, and operational presence and authorizations therefore in Pakistan
- Summary of relevant experience, including past projects in similar areas/locations, with references (maximum 10 pages).
- List of key staff and their qualifications for the project
- Documentation of relevant policies, procedures, etc.



- Audited financial statements for the last 2 years.
- Any additional supporting documents (e.g., annual reports, partnership agreements with UN or donors).

Annex: List and brief description of Annex documents

- a) **Annex 1: Sample Agreement of Cooperation (AoC):** This document is *not* to be filled out, it is simply indicative of what an Agreement of Cooperation (AoC) looks like, how the contractual agreement is organized, and the different terms and responsibilities that will be covered in such an agreement with UN Habitat.
- b) **Annex 2: Technical Proposal Template:** This document provides guidance to prospective IP organizations how to describe their capacity, background, internal policies, and their proposed approach. It is not necessary to provide a very extensive account, the use of clear and concise language, that directly responds to the prompts provided, is preferred. It is recommended to use relevant examples from previous experience where appropriate.
- c) **Annex 3: Partner Declaration Form:** Prospective IP organizations should fill out this form to indicate whether their values are in alignment with UN Habitat's mission.
- d) **Annex 4: IP Budget Proposal Template:** Prospective IP organizations are to fill out the budget proposal template in accordance with the guidance provided in the CFP (the maximum amount is provided on the front page of the CFP).
- e) **Annex 5: Explanation of 'soft' project interventions:** This document provides some explanation and rationale, including examples, of the kinds of non-infrastructure interventions (also referred to as 'soft' interventions) that the prospective IP organization are expected to propose as part of their Technical Proposal. The 'soft' interventions should be complementary to the indicated 'hard' interventions, they should support the successful achievement of each communities' Strategic Settlement Plan, build community capacity, and enhance community resilience and well-being.
- f) **Annex 6: Example scope of work for infrastructure projects:** This document provides examples of the kinds of small- to medium-scale 'hard' infrastructure interventions required by the IP. Such interventions should not be highly technical or require high value procurement, as this type of intervention will be delegated to contractors to procure and implement. Small to medium-scale interventions might include the purchase and



installation of streetlights, landscaping (e.g. trees), signage, paving blocks, water pumps, water tanks and distribution pipes, and rehabilitation of community buildings.

- g) Annex 7: Examples of maps, spatial analysis, Problem Trees, and SSP:** The collection of maps and analysis provide a limited sample of the information gathered and developed about each of the settlements targeted by UN Habitat (it does not represent the not the comprehensive set). The full package of information includes 4 detailed settlement maps, 4 layers of spatial analysis identifying spaces of opportunity and challenges (related to (i) basic services and social infrastructure, (ii) access and open spaces, (iii) land tenure and housing, and (iv) local economic development); an analysis of root causes of each of 5 prioritized community problems (the Problem Tree Analysis), and (iv) the prioritized list of 5 projects proposed by each community (these projects are represented in a map indicating their extent and location) (the prioritization of projects is represented in the Strategic Settlement Plan or SSP). Annex 7 seeks to illustrate the kinds of resources that IPs will be able to reference during project implementation (the entire package of information would be too extensive to provide here).
- h) Annex 8: Progress Reports from IPs conducting mapping and spatial planning in slum settlements:** The Progress Reports provides an example of the exhaustive process of community engagement, participatory mapping, spatial and problem analysis, project proposal development, and participatory planning, that IPs have already undertaken to support the preparation of SSPs. The Progress Reports cover a limited period during 2025 and may not cover all the slum settlements covered in this CFP.