

TECHNICAL PROPOSAL


■ ■
Provision of Human Resource Management, Financial Management,
and Logistical Arrangement of Third Party Contracted Personnel
(referred to as Individual Extender and Technical Consultant)


Submitted to: UNICEF

Submitted by: MgtWell Consulting Services

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Table of Contents

1.0 Description of the organization	5
1.1 Organizational Capabilities	5
1.2 Financial Capacity	10
1.3 Project Management Controls	11
1.4 Internal Control Mechanism	12
1.5 Experience on similar assignments	13
1.6 MgtWell's Nation-Wide provincial presence	14
1.7 Clients	16
1.8 Joint Venture	17
2.0 Methodology and Approach	18
2.1 Understanding of the assignment	19
2.2 Purpose Of Assignment	19
2.3 Scope of Work	19
2.4 Methodology and Approach for Human Resources Management	20
2.4.1 Sourcing and Advertising	21
2.4.2. Screening and Assessments	22
2.4.3. Contracting and Deployment	24
2.4.4 Induction and Training	25
2.4.5 Performance Management	27
2.4.6 Compensation Management/ Professional Fee, Allowances and Taxes	28
2.4.7 Leave Management	29
2.4.8 Working Hours and Public Holidays	29
2.4.9 Policy	30
2.4.10 Safety and Security Measures	31
2.4.11 Insurance	33
2.4.12 Database Management	34
2.4.13 Documentation	34
2.5 Methodology and Approach for Financial Management	35
2.6 Methodology and Approach for Logistics Management	37
2.7 Implementation Plan	37
2.6 Quality assurance mechanisms for this assignment	38
2.7 Reporting and meeting	51
2.8 Risk Mitigation Measures	51
3.0 Key Personnel	53

Section 01

1.0. Description of the organization



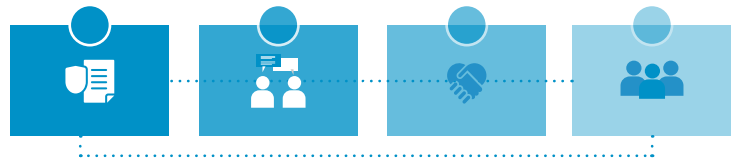
1.0. Description of the organization



MgtWell Consulting Services is one of the leading Consultants in Afghanistan. We proudly state that our consultancy provides the best quality staff and fulfils all the H.R related requirements. MgtWell is a consulting firm which provides advice that supports to individuals, institute and business Houses since 2013. It is providing services to government bodies, the private sector, international organization and other consulting firms with development, Agriculture, Rural Development, Socio-Economic Survey, Management Services. The company is registered with Ministry of Commerce and Industry of the Islamic Republic of Afghanistan.

Our firm is actively engaged in a wide range of HR activities that encompass various aspects of human resource management. These activities include but are not limited to talent acquisition, employee onboarding, performance management, training and development, compensation and benefits administration, employee relations, and HR policy implementation. With a dedicated team of HR professionals, we strive to ensure that our clients receive comprehensive and tailored solutions to meet their unique organizational needs.

MgtWell Consulting Services uses its expertise to build capacity at institutions struggling with sustainable development. Employing a range of techniques, it helps institutions and government agencies across all levels in improving their capacity.



We specialize in training leadership and management personnel, suggesting strategies and improvements that accommodate organizational needs. Throughout consultations with competing stakeholders, we work to establish a shared vision of the future and to track progress toward developmental milestones. As well, we support our capacity-building programs with information technology, using it to prepare training materials and easy-to-use applications that share knowledge about sustainable development— from field manuals to interactive online toolkits.

1.1 Organizational Capabilities

MgtWell Consulting Services is a leading provider of HR services in Afghanistan, offering a wide range of solutions to help our clients optimize their human capital. We have a team of experienced professionals who have extensive knowledge and experience in various aspects of HR, such as:

- **Talent acquisition:** We have the capability to help our clients find and hire the right people for their organization, using proven methods and tools to assess their skills, fit, and potential.
- **Employee onboarding:** We have the capability to help our clients design and implement effective onboarding programs that will ensure a smooth transition for their new hires, as well as foster their engagement and loyalty.
- **Performance management:** We have the capability to help our clients to establish and monitor clear and measurable goals for their employees, as well as provide them with regular feedback and coaching to enhance their performance and development.
- **And more:** We have the capability to also assist our clients with other HR functions, such as compensation and benefits, learning and development, employee relations, compliance, and diversity and inclusion.



MgtWell Consulting Services is not just another HR vendor. We are the strategic partner, who will work closely with our clients to understand their business and organizational needs and challenges and provide our clients with customized solutions that will suit their specific situation. We are not satisfied with just meeting the expectations. We strive to exceed them.

MgtWell Consulting Services is driven by excellence. We pay close attention to every detail and every nuance of our work, ensuring that nothing is overlooked or compromised. We also keep ourselves updated on the latest trends and best practices in HR, so that we can offer our clients the most innovative and relevant solutions. We are not afraid to challenge ourselves and push the boundaries of what is possible. MgtWell HR policy provides clearly generalized guidance on the approach adopted by the MgtWell, and therefore its employees, concerning various aspects of employment.

MGTWELL AVAILABLE THEMES OF HR POLICY

Code of Conduct	Recruitment
Compassionate Leave	Employee Information
Confidentiality	Privacy Use of Company Equipment
Vacation	Workplace Violence
Conflict of Interest	Overtime
Sick Leave, Short Term Disability, Long Term Disability	Accident Reporting
Working conditions	Benefits and Eligibility
Maternity, Parental Leave	Health and Safety
Attendance	Learning and development
Unpaid Leave	Discrimination and Harassment/Respectful Workplace
Family Leave	Performance Management
Hours of Operations	Compensation Disciplinary
Termination	Formal complaint process
(Voluntary and Involuntary)	
Grievance/Conflict Resolution	

Transition Related Capacity Development: MgtWell has a strong system in place to manage transitions, whether it's onboarding new Third Party Contracted Personnel (TPCP), transitioning between different phases of the project, or managing the exit process. MgtWell uses a structured approach that includes clear communication, training, and support to ensure a smooth transition. This includes:

Individual Transition Plans: MgtWell develops individual transition plans for each TPCP. These plans outline the steps that will be taken during the transition, the expected timeline, and the resources that will be provided to support the TPCP.

Role-Specific Training: MgtWell provides role-specific training to help TPCP adapt to their new roles or responsibilities. This training is tailored to the specific needs of the TPCP and the requirements of the project.

Ongoing Support: MgtWell offers ongoing support to TPCP during the transition period. This could involve regular check-ins, additional training, or other forms of support to help TPCP adapt to their new roles or responsibilities.

Innovations: MgtWell is committed to innovation and continuously looks for ways to improve its HR processes. This could involve:

Developing New HR Practices: MgtWell is always exploring new and innovative HR practices that can improve the efficiency and effectiveness of the project. This could involve new approaches to recruitment, performance management, or employee engagement.

Implementing Innovative Employee Engagement Strategies: MgtWell implements innovative strategies to engage employees and foster a positive work environment. This could involve unique team-building activities, flexible work arrangements, or innovative reward and recognition programs.

Finding Creative Solutions to HR Challenges: MgtWell encourages its employees to come up with creative solutions to HR challenges. This fosters a culture of innovation and continuous improvement within the organization.

Use of Technology: MgtWell leverages technology to ensure smooth management of the HR project. This includes: HR Information Systems (HRIS): MgtWell uses HRIS to manage employee data. This system allows for efficient storage, retrieval, and analysis of employee data.

Applicant Tracking Systems (ATS): MgtWell uses ATS for managing recruitment. This system streamlines the recruitment process by automating tasks such as job posting, applicant tracking, and communication.

Learning Management Systems (LMS): MgtWell uses LMS for managing learning and development. This system allows for the efficient delivery, tracking, and management of training programs.

Project Management Software: MgtWell uses project management software for planning, tracking, and reporting on the project. This software allows for efficient project management and provides valuable insights for decision-making.

HR System and HR Templates

Hiring and retaining employees is a key priority for a Human Resources professional. There is a lot of pressure to develop and implement recruiting plans and strategies, attract potential job suitors, review applications, efficiently interview candidates and onboard staff. Without the right forms and templates, this can be an impossible task. MgtWell has all the effective templates in its HR system, and all the templates will be utilized for the HR activities.



HR TEMPLATES	
Staffing or Recruiting Plan	Termination Checklist and Form
Recruitment Process	Termination Letter
Employee Directory and Contact List Form	Employee Transition Letter Template
Job Requirements Checklist	Employee Exit Interview
Job Description Form	Employee Termination Document
Job Description Template	Employee Reference Letter Sample
Job Application Form	Reference Letter Document
Employment Application Form	Employee Work Schedule
Employee Application	Employee Attendance Tracker
Job Application	Time & Attendance Forms
Job Interview Form	Employee Time Sheet
Interview Forms	Vacation Schedule
Interview Evaluation Form	Expense Tracking Worksheet

Candidate Screening Tracker	Payroll Tracker
Human Resources Pre-Screening	Expense Reimbursement Form
Employee Background Check	Payroll Forms
Checking References Document	Employee Training Plan
Job Interview Scoring Sheet Template	Employee Evaluation Form
Formal Job Offer Letter Sample	Employee Information Sheet
Informal Offer Letter Sample	New Hire Welcome Letter (Supervisor)
Job Offer Email Template	Employee Information Form
Rejection Letter Template	Termination Letter Template
New Hire Checklist	Termination of Employment
Employee Onboarding Checklist	Employment Termination Letter Sample
Sample Employee Contract Termination Letter	



MgtWell has developed digitalized dynamic HR system to run payroll and pay employees correctly on time every month. This system has enabled MgtWell to provide the current staff salary within the HR policies and in consideration with various leaves under MgtWell HR policy.

Management structure

Our management structure consists of four levels: the HR manager, the HR officers, and the HR assistants. Each level has a different role and responsibility in delivering high-quality HR services to our employees and stakeholders. The HR manager is the head of the HR department and reports directly to the CEO. The HR manager is responsible for setting the strategic direction and vision of HR services, aligning them with the organizational goals and values. The HR manager also oversees the budget, policies, and procedures of the HR department, and ensures compliance with legal and ethical standards.

The HR manager is responsible for planning, implementing, and evaluating the HR services in his respective areas of expertise.

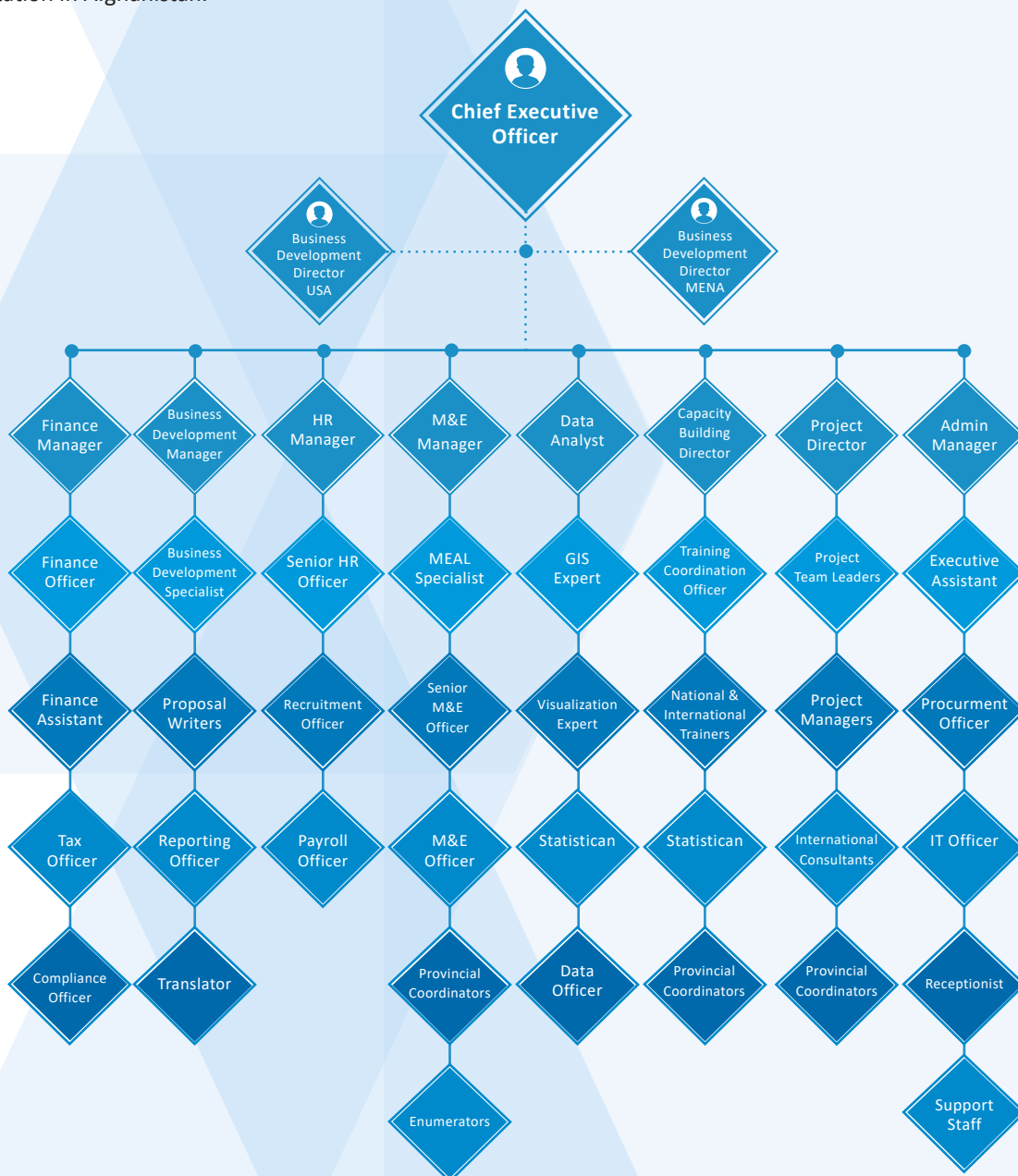
He also provide guidance, coaching and feedback to the HR officers and assistants, and foster a culture of collaboration and innovation. The HR officers are the third level of the management structure of MgtWell Consulting Services. They report to the HR manager and perform the technical and operational tasks of the HR services. They have specialized knowledge and skills in one or more areas of HR services, such as recruitment, training, performance management, compensation and benefits, employee relations, diversity and inclusion, or health and safety.

They also communicate and interact with employees and stakeholders on a regular basis, providing them with information, support, and solutions. Our HR assistants are the fourth level of the management structure of MgtWell Consulting Services. They report to the HR officers and provide administrative and clerical support to the HR department.

They perform tasks such as scheduling appointments, preparing documents, maintaining records, answering phone calls and emails, and assisting with events and projects. Our management structure is designed to ensure that we deliver efficient, effective and consistent HR services to our employees and clients. We believe that our management structure reflects our organizational values of excellence, integrity, teamwork, innovation and client focus.

We are committed to continuous improvement and learning in our HR practices. Furthermore, MgtWell Consulting Services comprises a management team having combined international and commercial experience of over decades, with specialized expertise in management consulting services and monitoring and evaluation, and will provide high-level HR services support. We have an established, experienced, and committed team of international and national management Experts, and M&E that have successfully led and managed national-level projects and assignments.

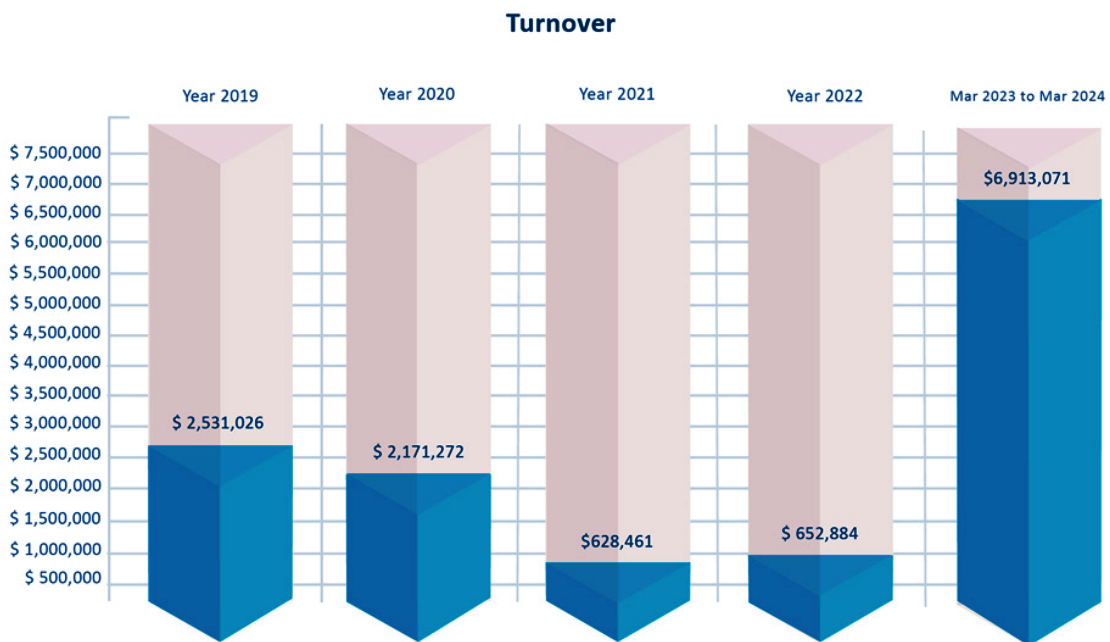
Several international and national development institutions including UNDP, Afghanistan has acknowledged our commitment and successful delivery of efforts on several occasions. Our support includes from strategic technical assistance (international and national) to operational, administrative, and logistical efforts. MgtWell is perfectly placed to provide international and national experts with very comprehensive and contemporary knowledge and understanding of the strategic project implementation in Afghanistan.



1.2 Financial Capacity

Financial Capacity: MgtWell has a strong financial foundation, which is crucial for the successful management of the project. The organization maintains a healthy cash flow. This strong financial capacity ensures that MgtWell can meet its obligations, including payments to Third Party Contracted Personnel (TPCP), vendors, and other stakeholders. It also provides the financial stability needed to handle any unexpected costs or challenges that may arise during the project. MgtWell Consulting Services has demonstrated a dynamic financial journey from 2019 to March 2024.

The firm's turnover was \$ 2,531,026 in 2019, indicating growth. In 2020, the turnover dipped slightly to \$2,171,272. However, the years 2021 and 2022 saw a notable decrease in turnover to \$628,461 and \$652,884 respectively, which is due to government collapse. Despite these fluctuations, the firm has maintained a steady stream of revenue, showcasing its resilience and adaptability in a changing business landscape. From March 2023 to March 2024 the turnover increased to \$6,913,071.



Note: Audit reports for the past 5 years (2019 to March 2023) can be provided upon request.

MgtWell Consulting Services is in a good financial condition, as demonstrated by our financial documentation and information. We do not have any financial concerns, such as negative net worth, bankruptcy proceedings, insolvency, receivership, major litigation, liens, judgments or bad credit or payment history.

We have a strong track record of delivering high-quality, timely, and cost-effective services to our clients, and we have built a reputation for financial stability and reliability. We have strong financial management systems and processes in place to ensure that we can meet our financial obligations and deliver value to our clients. We believe that our financial stability and strength is a key asset that enables us to provide top-quality HR services to UNICEF.



We are confident that our financial condition is strong and that we have the resources and expertise necessary to successfully conduct the Human Resource Management, Financial Management, and Logistical Arrangement of Third Party Contracted Personnel services for UNICEF.

Budget Management: MgtWell prepares a detailed budget for the project, taking into account all expected costs and revenues. This includes salaries for the TPCP, operational expenses, overhead costs, and potential contingencies. The budget is regularly reviewed and updated to reflect actual performance and any changes in the project scope or market conditions. This proactive budget management helps to ensure financial efficiency and control.

Timely Payment/Disbursement: MgtWell has a systematic process in place for managing payments and disbursements. This includes:

Automated Payment Systems: MgtWell uses automated payment systems to ensure timely and accurate payments. These systems streamline the payment process, reduce the risk of errors and fraud, and provide a clear record of all transactions.

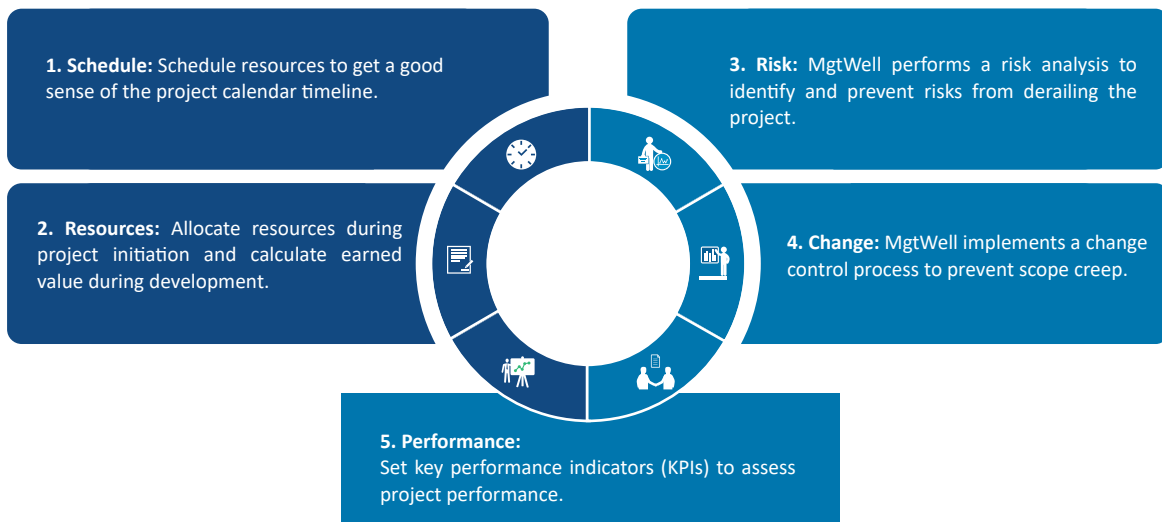
Scheduled Payments: Payments are scheduled in accordance with the terms of contracts and agreements. This ensures that all payments are made on time, which is crucial for maintaining good relationships with TPCP and vendors.

Payment Approval Process: All payments are subject to a rigorous approval process. This involves multiple levels of review to ensure that only valid and authorized payments are made. This helps to prevent financial mismanagement and fraud.

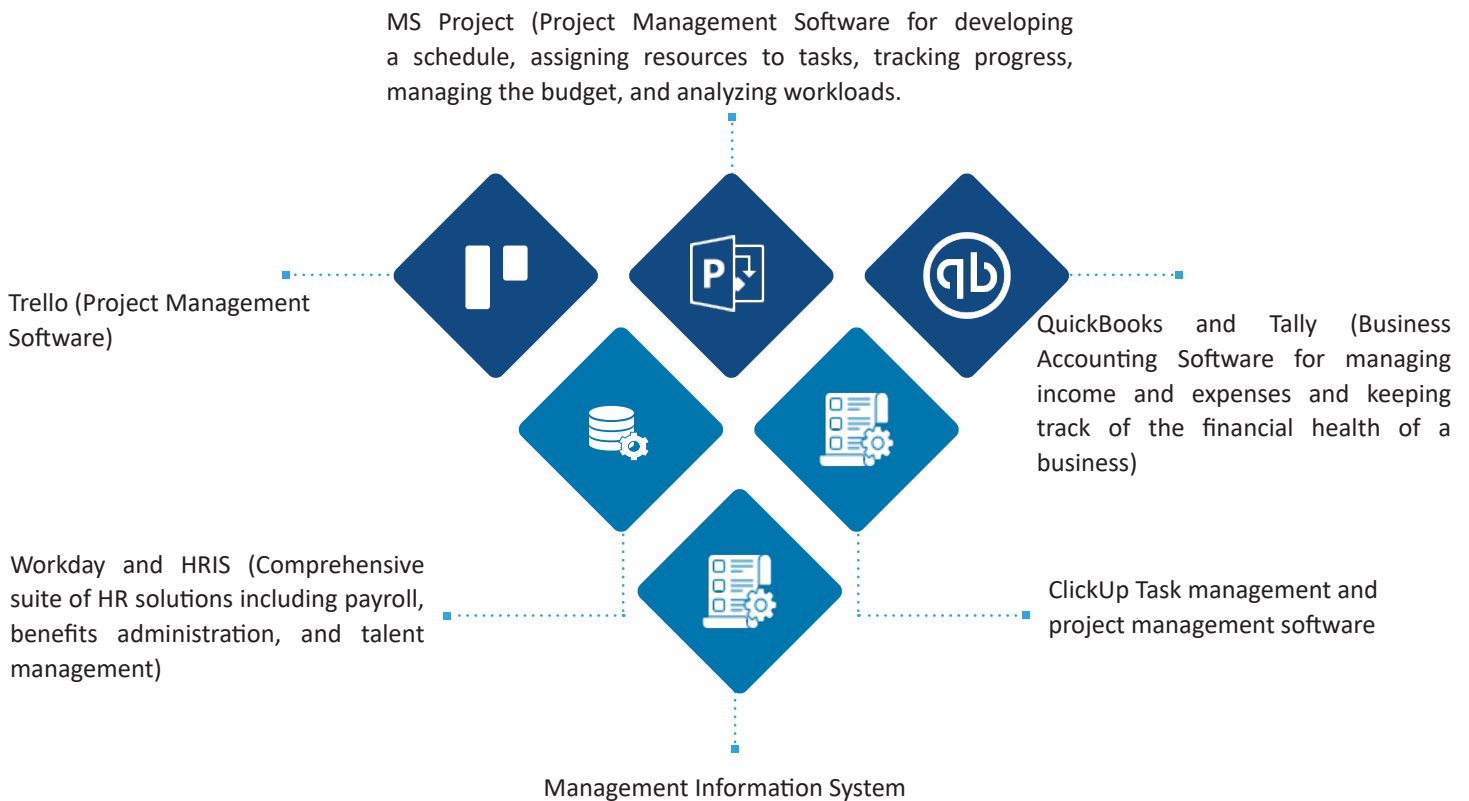
Record Keeping: MgtWell maintains detailed records of all payments and disbursements. This includes invoices, receipts, bank statements, and payment confirmations. These records are stored securely and are readily available for review or audit. This helps to ensure accountability and transparency in the project's financial management.

1.3 Project Management Controls

MgtWell uses a set of processes to understand and influence the amount of time or money spent on a project. Each project control focuses on a distinct part of the project plan, like the schedule, resources, or potential risks, MgtWell focuses specifically on quality control to save time and money. MgtWell implements five project controls to get better intel into the project plan.



We at MgtWell use the following listed tools as part of our project management controls:



1.4 Internal Control Mechanism

Internal Control Mechanism: MgtWell has a strong internal control mechanism in place to ensure the smooth operation of the project. This includes:



Financial Controls: These controls ensure that all financial transactions are accurately recorded and reported. They also help prevent fraud and financial mismanagement. Regular audits are conducted to ensure the accuracy of financial records and to identify any irregularities.



Operational Controls: These controls involve procedures and policies that govern the day-to-day operations of the project. They help ensure that all activities are carried out efficiently and effectively. Standard operating procedures (SOPs) are developed for all key processes to ensure consistency and quality.



Compliance Controls: These controls ensure that the project complies with all relevant laws, regulations, and standards. They also help manage risks associated with non-compliance. Regular compliance checks are conducted to ensure adherence to all legal and regulatory requirements.



Information Controls: These controls ensure the accuracy and security of the project's information. They also help prevent unauthorized access to sensitive information. Strong data management systems are used to store, process, and protect information.



Adequate Human Resources: MgtWell ensures that it has adequate human resources to manage the project. This involves:



Recruitment and Selection: MgtWell recruits and selects highly skilled and experienced personnel for the project. The recruitment process is rigorous and ensures that only the most suitable candidates are selected. MgtWell uses a combination of job postings, networking, and headhunting to attract top talent.



Training and Development:

MgtWell provides regular training and development opportunities for its personnel. This helps ensure that they have the necessary skills and knowledge to effectively manage the project. Training programs are tailored to the needs of the project and the individual roles of the personnel.



Performance Management:

MgtWell has a performance management system in place to monitor and evaluate the performance of its personnel. This helps identify areas of strength and areas that need improvement. Regular feedback is provided to personnel to help them improve their performance.



Employee Engagement: MgtWell strives to create a positive and engaging work environment. This helps motivate its personnel and leads to higher productivity and better project outcomes. Employee engagement activities such as team-building exercises, recognition programs, and social events are regularly organized.







MgtWell can ensure effective project management, thereby contributing to the overall success of the HR Management project. This approach will also help in ensuring the smooth operation of the project, which is crucial for achieving project objectives. This will ultimately lead to a more efficient and effective HR management process.

1.5 Experience on similar assignments

We have provided HR solutions to various organizations and projects in Afghanistan, and we have gained valuable insights and expertise in this field. We understand the challenges and opportunities of working in a complex and dynamic environment, where security, cultural diversity, and legal compliance are key factors. We have developed effective strategies and best practices to recruit, train, manage, and retain qualified and motivated staff for our clients.

We have also established strong relationships with job searching platforms, authorities, and communities, which enable us to access a wide pool of talent and to facilitate the smooth implementation of our HR services. We have successfully delivered HR services to many international organizations such as UNDP LoGo Project, successfully completed HR Services for Intellecip & Jhpigo under the Urban Health Initiative, Afghanistan (UHI) Program and currently we are engaged with similar HR services with UN Women under the project of (Professional Services to facilitate and provide job opportunities for skilled women in Afghanistan). MgtWell has vast experience in recruitment, payroll management, benefits administration, performance management, employee relations, and capacity building to various sectors, including health, education, agriculture, governance, and infrastructure. We are proud of our achievements and our reputation as a reliable and professional HR service provider in Afghanistan.

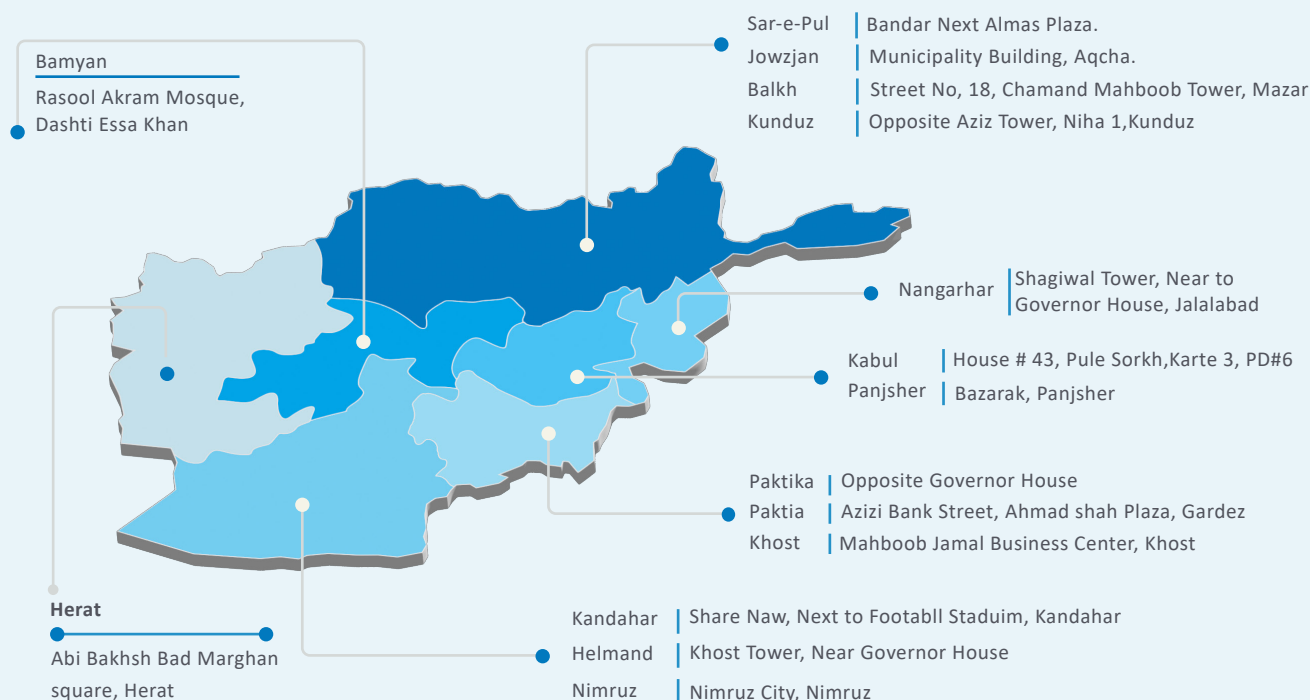
We are committed to maintaining our high standards of quality and ethics, and to continuously improving our services to meet the evolving needs of our clients. We believe that our relevance of experience on similar HR services done in Afghanistan makes us a trusted and preferred partner for UNICEF.

#	Project Title	Location within Country	Contract Value	Start Date	End Date	Client	
52	Professional HR Services: Provision of Professional Services (12 Technical Consultants) for Implementation Local Governance Project (Logo) Activities at Target Provinces & Afghanistan Access to Justice (AA2J) Project	Bamyan, Daikundi, Helmand, Kabul, Kapisa, Khost, Kunduz, Nimruz, Paktika, Pakiya, Panjshir, Sar-e-pul	USD 1,191,116.00	1-Dec-17	29-Feb-20	United Nations Development Programme (UNDP)	
53	Professional HR Services: Provision of Professional Services (27 Technical Consultants) for Implementation Local Governance Project (Logo) Activities at Target Provinces	Bamyan, Daikundi, Helmand, Kabul, Kapisa, Khost, Kunduz, Nimruz, Paktika, Pakiya, Panjshir, Sar-e-pul and Uruzgan	USD 1,072,340.00	1-Feb-18	29-Feb-20	United Nations Development Programme (UNDP)	
54	Professional HR Services: Provision of Professional Services (Technical Experts) for Implementation Urban Health Initiative (UHI) at Kabul	Kabul	USD 88,000.00	Mar-21	Mar-22	Intellectap – Advisory Services Private Limited - USAID/Afghanistan Urban Health Initiative	
83	Professional Services to facilitate and provide job opportunities for skilled women in Afghanistan	5 Provinces	US 250,000.00	Apr-23	30/6/2024	UN Women	



1.6 MgtWell's Nation-Wide provincial presence

MgtWell Consulting Services' provincial offices and nationwide presence include full-time male and female staff. With headquartered in Kabul, MgtWell has established offices in 16 provinces of Afghanistan, covering all the regions and provinces including secure and insecure districts of the country. We have full-time female and male enumerators, to ensure optimal alignment to the cultural diversities and sensitivities of the Afghan society and local communities.



MgtWell, as a consulting firm, has the capacity and reach to operate in remote locations, including all regions and provinces of Afghanistan.

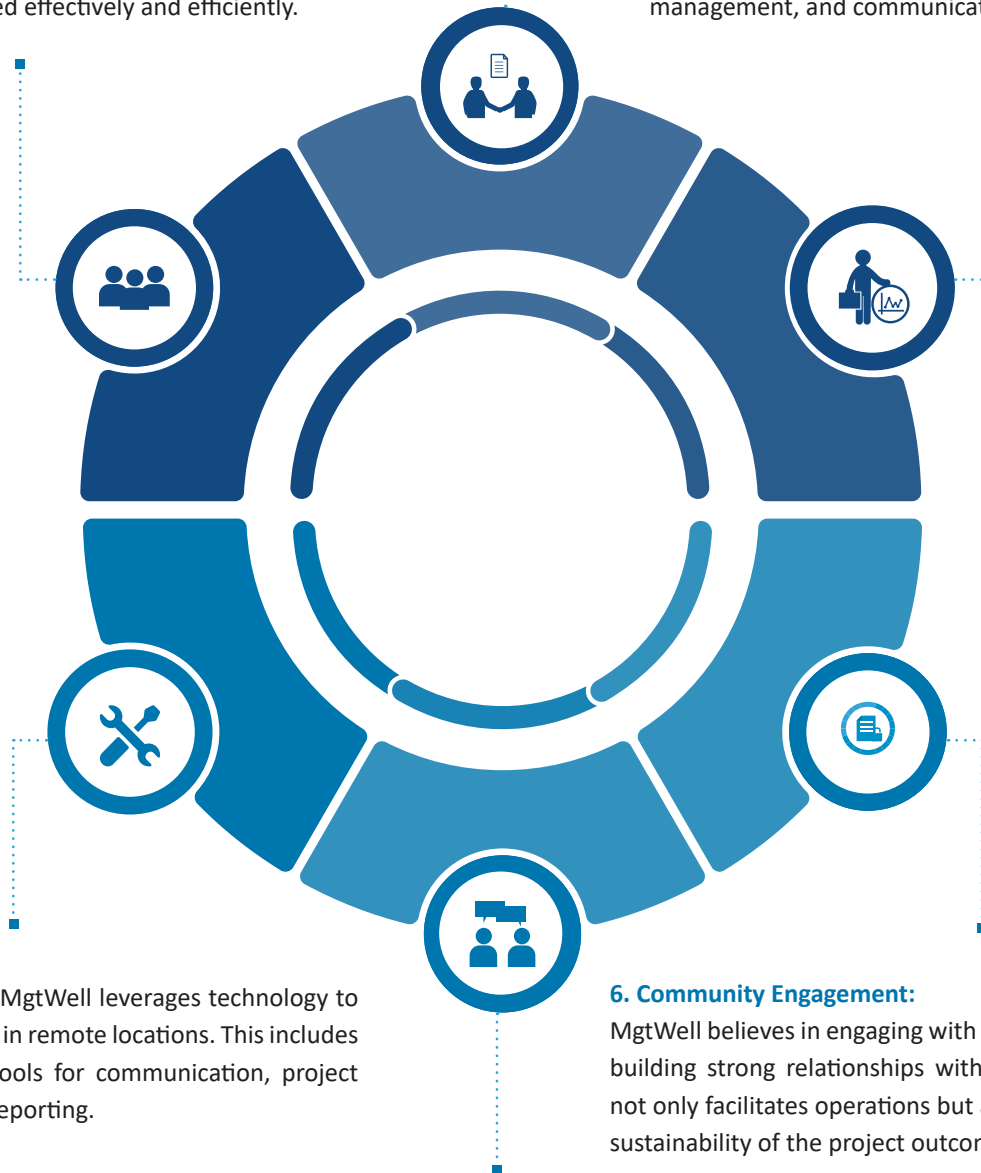
2. Local Knowledge and Expertise:

MgtWell has a team of experts who have deep knowledge and understanding of the local context, culture, and challenges in Afghanistan. This expertise allows MgtWell to navigate the complexities of operating in remote locations.

1. Extensive Network: MgtWell has an extensive network of local partners and resources across Afghanistan. This network enables MgtWell to reach even the most remote locations and ensures that services are delivered effectively and efficiently.

3. Strong Logistics and Operations:

MgtWell has strong logistics and operations systems in place to support operations in remote locations. This includes reliable transportation, supply chain management, and communication systems.

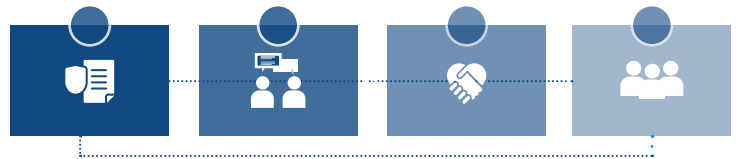


4. Technology Use: MgtWell leverages technology to facilitate operations in remote locations. This includes the use of digital tools for communication, project management, and reporting.

6. Community Engagement:

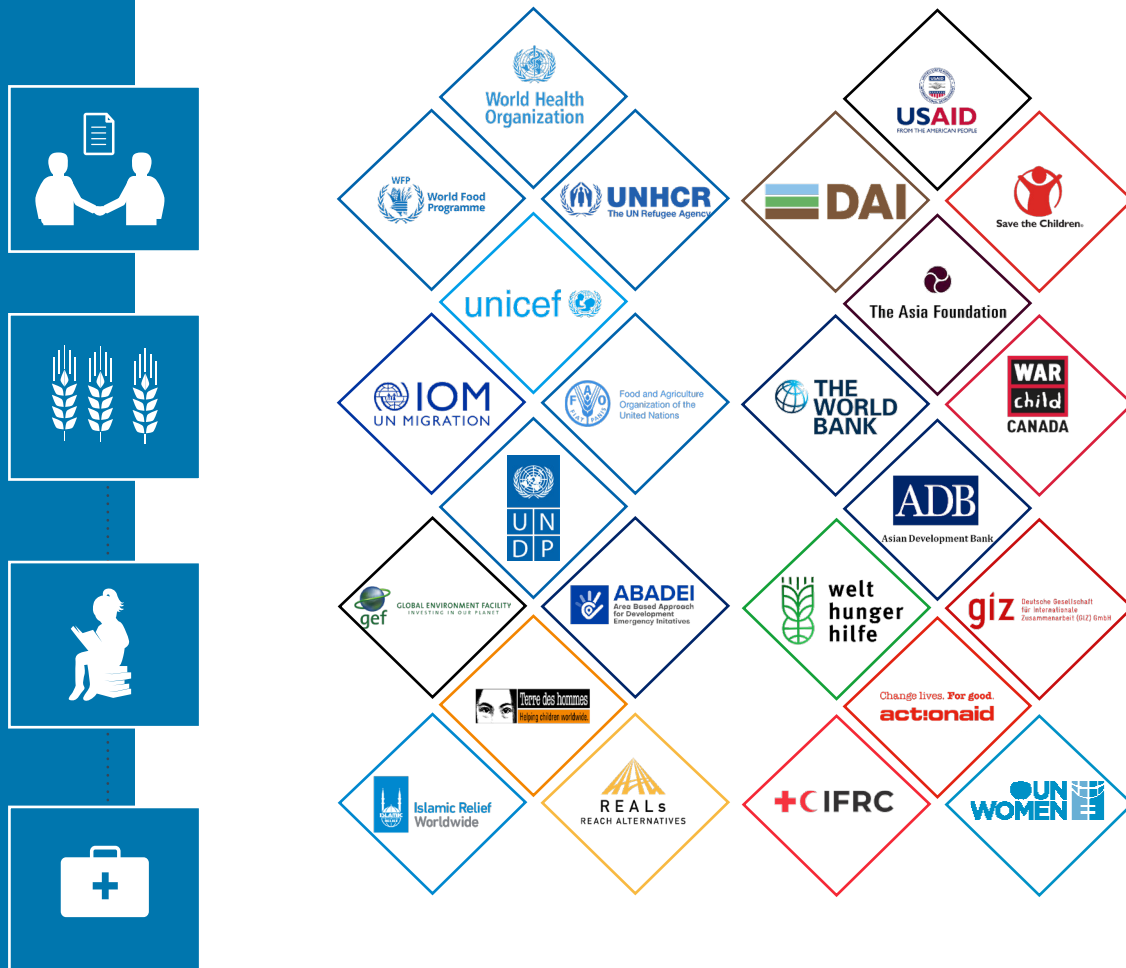
MgtWell believes in engaging with local communities and building strong relationships with them. This approach not only facilitates operations but also contributes to the sustainability of the project outcomes.

5. Safety Measures: MgtWell prioritizes the safety of its personnel and has measures in place to ensure their security while operating in remote locations. This includes safety training, provision of necessary safety equipment, and regular safety audits.



1.7 Clients

MgtWell Consulting Services has served all the major international and national development institutions and civil society organizations, including but not limited to:



1.8 Joint Venture



If awarded the project, MgtWell plans to enter into a joint venture and consortium with Jensis, an American company.

1. Joint Venture Formation: MgtWell and Jensis will form a joint venture, which is a business arrangement where both companies pool their resources for the purpose of accomplishing a specific task - in this case, the UNICEF project in Afghanistan. This joint venture operates as a separate business entity, with both MgtWell and Jensis sharing in the profits and losses.

2. Resource Sharing: In a joint venture, both companies contribute resources such as capital, personnel, and expertise. MgtWell, with its local presence and understanding of the Afghanistan market, can handle on-ground operations, while Jensis, with its international experience and technical expertise, can provide strategic guidance and technical support.

3. Risk and Reward Sharing: One of the key aspects of a joint venture is the sharing of risks and rewards. Both MgtWell and Jensis will share the financial risk associated with the project, and in return, they will also share the profits based on their agreed-upon percentages.

4. Consortium Agreement: In addition to the joint venture, MgtWell and Jensis will form a consortium. A consortium is an agreement between two or more companies to cooperate in a specific business activity, so they can leverage each other's strengths while remaining independent entities. The consortium agreement will outline the roles and responsibilities of each company, ensuring a smooth collaboration.

5. Project Execution: With the joint venture and consortium in place, MgtWell and Jensis will work together to execute the project. They will combine their resources and expertise to ensure the project is completed successfully and meets the objectives set by UNICEF.

Section 02

2. Methodology and Approach



2.1 Understanding of the assignment

MgtWell understands that UNICEF Afghanistan Country Office is seeking to enter into non-exclusive Long-Term Agreements (LTAs) with multiple companies. The services to be provided include Human Resource Management, Financial Management, and Logistical Arrangement of Third Party Contracted Personnel (TPCP) such as individual extenders and technical consultants. These services will be provided at the national, provincial, and district levels as required during the term of the LTAs. If awarded MgtWell recognizes that it will be responsible for hiring the proposed TPCP according to the prevailing rules and procedures of the Afghanistan Government. MgtWell will provide TPCP to support the implementation and monitoring of programme interventions.

MgtWell acknowledges that it will need to provide comprehensive HR services such as recruitment, contracting and onboarding, training, contract administration, and performance appraisals. It will also be responsible for complete financial management of the contracted personnel, including payment of monthly subsistence allowances, travel allowance, salary/professional fee, logistics costs, and management of all applicable taxes of TPCP as per applicable Afghanistan tax rules and regulations. Furthermore, MgtWell will make logistics arrangements for all travel, meetings, and trainings of TPCP.

MgtWell understands that it will need to source, enter a contract, and deploy its TPCP through a competitive and transparent recruitment process. It will also be responsible for leave management and administration of TPCP. All TPCP will be contracted by MgtWell according to Afghanistan Labor Laws and MgtWell shall ensure that all Afghanistan governmental rules and regulations are adhered to. MgtWell shall ensure that all TPCP have valid contracts and insurance coverage. By understanding the assignment in this way, MgtWell is prepared to provide effective HR management services that meet UNICEF's needs and contribute to the successful implementation of the project.

2.2 Purpose Of Assignment

UNICEF would like to enter (a) non-exclusive Long-Term Agreement(s) (LTA) with multiple Companies for the provision of Human Resource Management, Financial Management, and Logistical Arrangement of Third Party Contracted Personnel (for the Individual Extender and Technical Consultant) for the UNICEF Afghanistan Country Office.

These services will be provided at the national, provincial, and district levels, as required during the term of Long-Term Agreement. For the provision of the above-mentioned arrangement(s), UNICEF will not be committed to contract any minimum quantity of these services. Contracts will be signed based on the LTA only when there is an actual requirement. UNICEF shall not be liable for any cost if no contracts are made under and resulting LTA(s).

The contractor will be responsible for hiring the proposed TPCP such as individual extender and/or technical consultants on their contract according to prevailing rules and procedures of the Afghanistan Government. The Contractor will provide TPCP to support the implementation and monitoring of programme interventions. Detailed TORs for the TPCP will be provided by UNICEF and given to the selected contractor for different programme sectors at the time of requirement. The actual number of individual extender and/or technical consultants engaged would be subject to the programme's needs and might change from time to time.

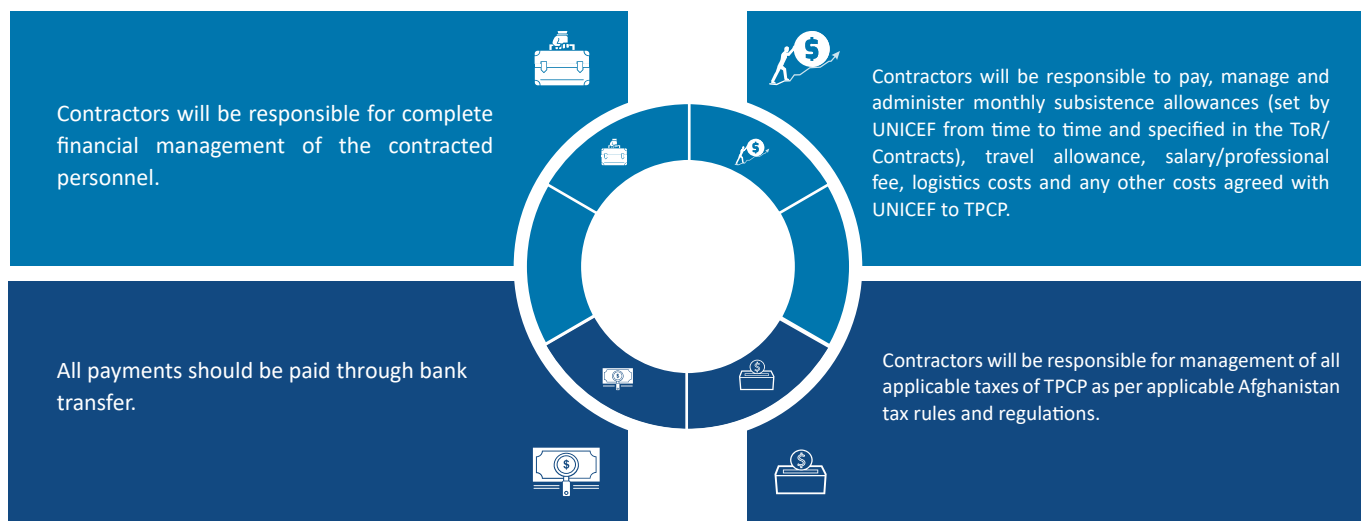
2.3 Scope of Work

The services to be rendered by the Contractor (s) broadly include:

1. HR Management:

- Contractors will provide comprehensive Human Resource Managements such as identification of qualified human resources, recruitment (advertisement, long listing, shortlisting based on the criteria set by UNICEF, administration of exams, preparation of interview reports, finalization of the selection process), contracting and onboarding, training (eg. Security, PSEA, Ethics & Integrity as per UN/UNICEF standard training modules etc), contract administration such as personnel payroll, leave management, time sheet administration, travel arrangements and payments, timely submission of work plans and reports and performance appraisals.
- UNICEF supervisors outlined in the specific ToR will be responsible for technical supervision of TPCP and Contractors will be responsible for Human Resource, Financial, Administrative and Logistics management of TPCP.

2. Financial Management:



3. Logistics management:



Make logistics arrangements for all travel, meetings, and trainings of TPCP.



The contractor will arrange transportation of TPCP to the assigned location for programme implementation by hiring suitable vehicles.

2.4 Methodology and Approach for Human Resources Management

This process flow ensures that MgtWell can effectively manage the human resources for this project, from recruitment to training.



1. Job Analysis: The first step is to understand the job requirements and roles for the Third Party Contracted Personnel (TPCP). This involves a thorough analysis of the job duties, necessary skills, outcomes, and conditions of the roles.



2. Sourcing: Next, MgtWell will identify potential candidates for the roles. This could involve advertising the roles on job boards, leveraging their network, or reaching out to potential candidates directly.



3. Screening: Once applications start coming in, MgtWell will screen the applications to shortlist potential candidates. This involves reviewing the applications and matching them with the job requirements.



4. Interviews: The shortlisted candidates are then interviewed. The interviews could be conducted face-to-face, over the phone, or virtually. The aim is to assess the suitability of the candidates for the roles.



5. Selection: After the interviews, the most suitable candidate(s) are selected for the roles. The selection is based on the candidates' performance in the interviews and their fit with the job requirements.



6. Contracting: The selected candidates are then offered a contract. The contract outlines the terms and conditions of the employment, including the roles and responsibilities, remuneration, and other benefits.



7. Onboarding: Once the contract is signed, the candidates are onboarded. This involves introducing them to the team, familiarizing them with the project, and providing any necessary training.



8. Performance Management: MgtWell will regularly assess the performance of the TPCP. This involves setting performance objectives, providing feedback, and conducting performance appraisals.



9. Training and Development: MgtWell will provide regular training and development opportunities to the TPCP. This ensures that they have the necessary skills and knowledge to perform their tasks effectively.

2.4.1 Sourcing and Advertising

Developing a Sourcing Strategy: MgtWell will develop a comprehensive sourcing strategy based on the Terms of Reference (TOR) provided by UNICEF. This strategy will outline the channels and methods to be used for sourcing candidates, ensuring a wide pool of potential candidates. The strategy will be competitive, transparent, and align with UNICEF's requirements and values. The strategy will also consider the specific needs of the project, such as the required skills and qualifications, the project timelines, and the locations where the personnel will be deployed.

Professional Networks: MgtWell will leverage professional networks such as LinkedIn and industry-specific online communities to find potential candidates. This approach can help reach professionals who may not be actively looking for a job but could be interested in the project. MgtWell will use these networks to advertise the vacancies, engage with potential candidates, and build a talent pipeline for current and future needs.

Job Boards: MgtWell will post the job vacancies on popular job boards. This can help reach a large number of active job seekers. MgtWell will ensure that the job postings

are clear, concise, and attractive, highlighting the unique opportunities and benefits offered by the project.

Social Media: MgtWell will use platforms like Facebook, Twitter, and Instagram to advertise the vacancies. This can help reach a diverse group of potential candidates. MgtWell will create engaging content to promote the vacancies, and use targeted advertising to reach potential candidates who have the required skills and qualifications.

Recruitment Agencies: MgtWell may also partner with recruitment agencies that specialize in the required fields. These agencies have access to a large pool of candidates and can speed up the recruitment process. MgtWell will work closely with these agencies to ensure that they understand the project's needs and can source candidates who are a good fit for the roles. By following this methodology, MgtWell can ensure a competitive and transparent recruitment process that meets UNICEF's requirements and contributes to the successful implementation of the project. This methodology will also ensure that the sourcing strategy and media used for advertising are appropriate and effective.

Job Advertisement: MgtWell will create comprehensive job advertisements that clearly outline the roles, responsibilities, and qualifications of the Third Party Contracted Personnel (TPCP). The advertisements will be designed to attract qualified candidates and provide them with all the necessary information about the role.

Job Title: The job title will be clear, descriptive, and accurately represent the role. It will be designed to catch the attention of potential candidates and give them a quick understanding of the role. For example, if the role is for a technical consultant, the job title might be “Technical Consultant for UNICEF Project”.

Job Description: The job description will provide a detailed overview of the role, including the tasks and responsibilities that the TPCP will be expected to perform. It will also provide information about the project and how the role contributes to its success. The description will be written in a clear and concise manner, making it easy for potential candidates to understand the requirements of the role.

Qualifications: The qualifications section will list the necessary skills, experience, and educational background required for the role. This could include specific technical

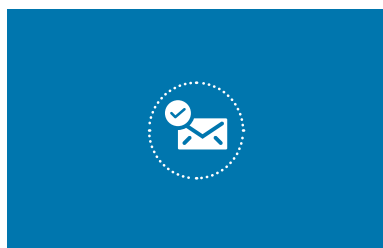
skills, years of experience in a similar role, and any necessary certifications or degrees. MgtWell will ensure that the qualifications are specific and relevant to the role.

Application Process: The application process section will provide clear instructions on how to apply for the role. This could include the documents or information that need to be submitted, such as a resume and cover letter, and the deadline for applications. MgtWell will also provide information on the selection process, so candidates know what to expect after they apply.

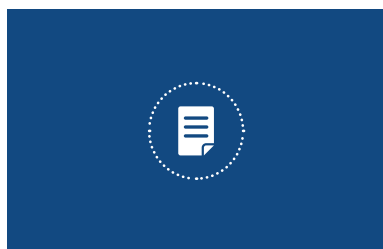
Advertisement Placement: These advertisements will be placed in various media channels identified in the sourcing strategy. The reach and appropriateness of these channels to UNICEF requirements will be considered to ensure a wide and relevant audience. Channels could include online job boards, social media platforms, and industry-specific publications.

Monitoring and Adjustments: MgtWell will monitor the effectiveness of the advertisements by tracking key metrics such as the number of applications received and the quality of the candidates. Based on this data, MgtWell will make necessary adjustments to the advertisements, or the channels used to ensure they are reaching the right audience and attracting qualified candidates.

2.4.2. Screening and Assessments



1. Receiving Applications: MgtWell will receive all applications from potential candidates. These applications will be carefully reviewed to ensure they are complete and meet the basic requirements outlined in the job advertisement. This process will involve checking that all necessary documents have been submitted and that the candidates meet the minimum qualifications for the role. MgtWell will also ensure that the applications are organized and stored in a way that facilitates easy retrieval and review.



2. Screening CVs: MgtWell will screen the CVs of applicants as per pre-determined qualification criteria mentioned in the individual TORs shared by UNICEF. This involves reviewing the applicants' qualifications, skills, and experience to shortlist the most suitable candidates for the role. MgtWell will use a systematic approach to evaluate each CV, ensuring that the process is fair and unbiased. The screening process will also consider the specific needs of the project and the fit of the candidate with the project team and culture.



3. Conducting Interviews: MgtWell will conduct interviews of the shortlisted applicants together with the UNICEF program focal point. The interviews can be conducted either face-to-face, telephonically or electronically (Zoom, Teams, VC, Viber, etc.), depending on the circumstances and the preferences of the candidates and the UNICEF program focal point. The interviews will be structured and will aim to assess the candidates' technical skills, experience, and fit with the project team and culture. MgtWell will also ensure that the interview process is respectful and inclusive.



4. Administrative and Logistics Arrangements: All costs relating to administrative and logistics arrangements during the hiring process will be managed and borne by MgtWell as per their policy. This includes costs related to advertising the vacancies, conducting interviews, and any other costs associated with the recruitment process. MgtWell will ensure that these processes are carried out efficiently and effectively, minimizing costs while maintaining the quality of the recruitment process.



5. Ensuring Alignment with Programmatic Needs and Terms of Reference: MgtWell will ensure that all TPCP being hired are in line with the programmatic needs and Terms of Reference, as specified in various contracts between UNICEF and the contractor. This involves ensuring that the candidates have the necessary skills and experience to fulfill their roles effectively. MgtWell will work closely with UNICEF to understand the specific needs of the project and will use this understanding to guide the recruitment process.



6. Seeking Technical Advice: MgtWell will seek technical advice from the UNICEF program focal point and/or officials assigned by the Government on the candidature of the applicants. This ensures that the selected candidates are not only suitable from a HR perspective, but also meet the technical requirements of the role. MgtWell will value and consider this advice in making final recruitment decisions.



7. Administering Written Tests: If a written test is to be administered, then UNICEF will prepare and provide the questions based on programmatic requirements. Interview questions will be jointly prepared by UNICEF and MgtWell. This ensures that the assessment process is rigorous and accurately measures the candidates' abilities. MgtWell will administer these tests in a fair and consistent manner, ensuring that all candidates are given the same opportunity to demonstrate their skills and abilities.

By following this methodology, MgtWell can ensure a competitive and transparent recruitment process that meets UNICEF's requirements and contributes to the successful implementation of the project. This methodology will also ensure that the sourcing strategy and media used for advertising are appropriate and effective.

2.4.3. Contracting and Deployment



MgtWell will undertake an accurate approach to Contracting and Deployment. The process will be initiated once candidates have been carefully selected, ensuring they meet the stringent criteria set forth by UNICEF and the Afghan Labor Laws. MgtWell will:

Draft comprehensive contracts that detail the roles, responsibilities, and terms of employment, including duration, remuneration, and conditions for termination. Collaborate closely with UNICEF and the TPCP to establish a deployment schedule and location that aligns with the project's objectives and logistical considerations.

In adherence to Rules & Regulations, MgtWell will:

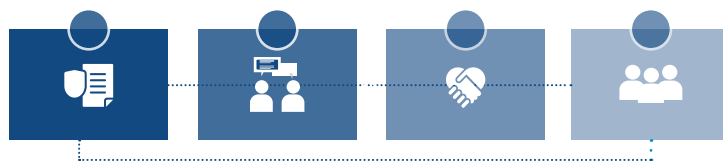
Ensure all TPCP contracts are in strict compliance with Afghanistan Labor Laws and the regulations set by provincial, regional, or central government bodies. We will conduct exhaustive background checks to confirm that no TPCP appears on the ineligible lists of international bodies such as the UN, World Bank, Asian Development Bank, and European Union.

Regarding Contract Details, MgtWell will:

Guarantee that all TPCP contracts are valid and reflect MgtWell's internal policies as well as the statutory labor and legal requirements of the relevant Afghan authorities. Clarify within the contracts that UNICEF is not the principal employer, to avoid any potential misinterpretations.

For Performance and Conduct, MgtWell will:

Select TPCP known for their reliability and effectiveness in project implementation, who also respect local customs and adhere to a high moral and ethical code of conduct.



Provide comprehensive training and support to ensure all TPCP understand and commit to these standards.

Should there be a need for Immediate Replacement of TPCP, MgtWell will:

Promptly replace any TPCP upon UNICEF's request if their performance is unsatisfactory or their behavior is deemed undesirable or detrimental to the project.

In the event of Termination of Contracts, MgtWell will:

Ensure the termination process respects the terms of the contract, relevant laws, and regulations, and is conducted in a manner that is fair and supportive to the TPCP. Include clauses in contracts that allow for immediate termination in cases of misconduct, negating the need for a notice period. By adhering to these protocols, MgtWell Consulting Services will maintain the integrity of the contracting and deployment process, ensuring that it aligns with the project's goals, legal requirements, and UNICEF's high standards.

1. Advance Notice for Non-Renewal/Early Termination:

MgtWell understands the importance of clear communication and respect for the rights of the Third Party Contracted Personnel (TPCP). Therefore, in cases of non-renewal or early termination, MgtWell will provide an advance notice of at least one month to the concerned TPCP. This notice period allows the TPCP to prepare for the transition and seek other opportunities. The provision for this notice will be clearly stated in the contract terms and conditions. Furthermore, MgtWell will coordinate with UNICEF to ensure that this process is handled in a respectful, transparent, and mutually agreeable manner.

2. Handling Disciplinary Issues and Non-Attendance: MgtWell will have a clear and well-communicated policy in place for handling disciplinary issues and non-attendance. This policy will be designed to maintain a productive work environment and ensure the smooth operation of the project.

If any TPCP fails to report to work for a continuous period of 3 days without giving prior notice to UNICEF either through MgtWell or by themselves, MgtWell will consider that the TPCP is no longer available to support UNICEF’s work. In such cases, the standard notice period for termination will not apply. MgtWell will immediately inform UNICEF and take actions to discontinue the services of the TPCP. This policy, along with its implications, will be clearly communicated to all TPCP at the start of their contract to ensure they understand the expectations and consequences.

3. Providing Backup Candidates: In the event that a TPCP’s services are discontinued due to non-attendance or other reasons, MgtWell will provide a backup candidate to fill in the position. To ensure minimal disruption to the project, MgtWell will maintain a pool of pre-screened and qualified candidates who can be quickly deployed. The backup candidate will be selected based on their fit with the role requirements, their proven track record, and their availability to start immediately. This ensures that the project continues to benefit from the necessary expertise and experience, even in the face of unforeseen circumstances. MgtWell can ensure a smooth and efficient process for handling non-renewal, early termination, disciplinary issues, and non-attendance. This approach helps to maintain the quality and continuity of the project, while also respecting the rights and responsibilities of the TPCP, thereby fostering a positive and productive working environment.



2.4.4 Induction and Training

1. Induction Session: Upon recruitment, all Third Party Contracted Personnel (TPCP) will attend a comprehensive induction session organized by MgtWell. This session is designed to familiarize the TPCP with the project, their roles and responsibilities, and the expectations of their performance. The induction session will cover the following areas:

- UNICEF’s Mandate and Programmes:** TPCP will be provided with an in-depth overview of UNICEF’s mandate and the specific programmes they will be supporting. This will help them understand the broader context of their work, the goals of the project, and how their role contributes to UNICEF’s mission.
- Humanitarian Policy & Principles:** TPCP will be educated on the humanitarian policy and principles that guide UNICEF’s work. This will ensure that they understand and adhere to these principles in their work, promoting a culture of respect, fairness, and integrity.
- Prevention of Sexual Exploitation and Abuse (PSEA):** TPCP will be trained on PSEA policies to ensure they understand the importance of maintaining a safe and respectful work environment. This training will emphasize the zero-tolerance policy towards any form of exploitation and abuse.



Roles and Responsibilities of the Personnel: TPCP will be given a detailed briefing on their specific roles and responsibilities. This will ensure they understand what is expected of them, how they can contribute to the project’s success, and the standards they are expected to uphold.

- Code of Conduct and Ethical Behaviour:** TPCP will be trained on the code of conduct and ethical behaviour expected of them. This will include topics such as professional conduct, confidentiality, conflict of interest, and respect for diversity. This training will help to foster a culture of ethics and integrity within the project.
- Reporting Lines:** TPCP will be informed about the reporting lines within the project. This will ensure they know who to report to, how to escalate any issues or concerns, and the process for providing updates on their work.
- Reporting Tools & Systems:** TPCP will be trained on the specific tools and systems they will use for reporting.



This will ensure they can effectively track and report on their work, contributing to the transparency and accountability of the project.

Administrative Issues: TPCP will be briefed on administrative procedures such as timesheets, leave requests, and expense claims. This will ensure they can effectively manage their administrative tasks, allowing them to focus on their core responsibilities.

2. Technical Training: In addition to the induction session, MgtWell will provide any other technical trainings as required to perform the assigned activities in the ToR of TPCP. This could include training on specific software, tools, or methodologies used in the project. The technical training will be tailored to the needs of the TPCP and the requirements of the project, ensuring they have the skills and knowledge needed to perform their roles effectively.

By following this comprehensive methodology, MgtWell can ensure that all TPCP are well-prepared and equipped to effectively contribute to the project. This will help to ensure the quality and success of the project, while also supporting the professional development of the TPCP, fostering a culture of continuous learning and improvement.



Training Methodology based on ADDIE Model

1. Analysis: MgtWell will conduct a thorough analysis to understand the training needs of the Third Party Contracted Personnel (TPCP). This involves a deep dive into the skills and knowledge required for their roles as per the Terms of Reference (TOR) provided by UNICEF. MgtWell will also assess the existing skills of the TPCP and identify any gaps that need to be addressed through training. This could involve one-on-one discussions, surveys, or skills assessments to ensure a comprehensive understanding of the training needs.

2. Design: Based on the insights gathered during the analysis phase, MgtWell will design a bespoke training program. This involves defining clear and measurable learning objectives that align with the project's goals and the TPCP's roles. MgtWell will outline the content to be covered in the training, ensuring it addresses the identified skill gaps and enhances the TPCP's capabilities. The training methods to be used, whether it's face-to-face, online, or a blended approach, will be chosen based on their effectiveness for the content and the preferences of the TPCP.

3. Development: In the development phase, MgtWell will create engaging and informative training materials and resources. This could include presentations, handouts, online modules, interactive activities, and any other materials needed for the training. MgtWell will also prepare the trainers, ensuring they are well-versed with the content, understand the learning objectives, and are equipped with the necessary skills to deliver the training effectively.



4. Implementation: MgtWell will then implement the training program. This involves scheduling the training sessions at times that are convenient for the TPCP, delivering the training in an engaging and interactive manner, and providing any necessary support during the training. MgtWell will ensure that the training environment, whether physical or virtual, is conducive to learning and allows for open discussion and feedback.



5. Evaluation: Finally, MgtWell will evaluate the effectiveness of the training. This could involve gathering feedback from the TPCP through surveys or feedback sessions, assessing the TPCP's performance before and after the training to measure improvement, and reviewing the training process to identify areas for improvement. The evaluation results will be used to make any necessary improvements to the training program, ensuring it remains effective and relevant.

By following the ADDIE model, MgtWell can ensure that the training program is effective, relevant, and contributes to the successful implementation of the project. This methodology will also ensure that the training program is continuously improved based on feedback and evaluation results, ensuring a cycle of continuous learning and improvement. user Develop a comprehensive methodology of MgtWell Consulting Services for the following for the above project: Induction and Training ▪ Upon recruitment, all TPCP will attend an induction session organized by contractor. The session will include UNICEF's mandate and Programmes; Humanitarian Policy & Principles; PSEA; Roles and Responsibilities of the Personnel; Code of Conduct and Ethical Behaviour; Reporting Lines; Reporting Tools & Systems; Administrative Issues, any other technical trainings as required to perform the assigned activities in the ToR of TPCP.

2.4.5 Performance Management



1. Setting Performance Objectives: At the start of the contract, MgtWell will collaborate with UNICEF and the Third Party Contracted Personnel (TPCP) to set clear, measurable, and achievable performance objectives. These objectives will be directly aligned with the project's goals and the TPCP's roles and responsibilities as outlined in the Terms of Reference (TOR). The objectives will provide a roadmap for the TPCP, guiding their efforts and helping them understand how their work contributes to the overall success of the project.



2. Regular Feedback: MgtWell believes in the power of continuous feedback for performance improvement. Therefore, it will provide regular feedback to the TPCP on their performance. This could involve regular check-ins to discuss progress, detailed progress reports, and constructive performance discussions. The feedback will be aimed at helping the TPCP improve their performance, identify any areas of concern, and celebrate successes. This ongoing dialogue will ensure that the TPCP feel supported and are aware of how they are progressing towards their objectives.



3. Performance Appraisals: MgtWell will conduct comprehensive performance appraisals to evaluate the TPCP's performance against their objectives. This will involve a thorough review of the TPCP's work, including the quality of their output, their adherence to timelines, their ability to work within the team, and their overall contribution to the project. The performance appraisal will also consider any feedback from UNICEF and the project team, ensuring a holistic view of the TPCP's performance.



4. Request for Renewal: Upon completion of a positive performance evaluation before the end of the contract, the relevant UNICEF focal point will complete and submit to MgtWell a "Request for Renewal". This request, together with the positive performance evaluation, will then be processed by MgtWell. This process ensures that contract renewals are based on merit and performance, fostering a culture of accountability and excellence.



5. Contract Renewal: MgtWell will be responsible for renewing the contract after approval from UNICEF is received. The contractor shall extend the employment of TPCP only upon receipt of a positive performance evaluation, a formal request from UNICEF, and a valid signed contract between MgtWell and UNICEF. This ensures that contract renewals are handled in a fair and transparent manner, and that only those TPCP who have demonstrated high performance and commitment to the project continue their involvement.



By following this comprehensive methodology, MgtWell can ensure effective performance management of the TPCP, contributing to the successful implementation of the project. This methodology will also ensure that contract renewals are handled in a fair and transparent manner, based on the TPCP's performance and the project's needs.

2.4.6 Compensation Management/ Professional Fee, Allowances and Taxes

1. Compensation and Professional Fee: Upon satisfactory completion of the deliverables outlined in the Terms of Reference (TOR) every month, MgtWell will compensate all Third Party Contracted Personnel (TPCP). The compensation structure, including professional fees and transportation allowances, will be clearly defined in the TPCP's scope of work as stipulated by UNICEF. The professional fees for TPCP indicated in the TOR shared by UNICEF will be an all-inclusive fee, covering all aspects of their work. MgtWell will use a reliable compensation software, such as Workday or ADP, to manage and streamline the compensation process.

2. Tax Liabilities: MgtWell will establish the applicable tax liabilities of the TPCP as per Afghanistan tax rules and regulations. MgtWell will conduct a thorough orientation for its TPCP on tax liabilities and ensure that there is a clause in TPCP contract that they are liable to pay taxes. This ensures that all parties are aware of their tax obligations and that all compensation is in compliance with local tax laws.

3. Provisions for Equipment, Communication, and Travel:

No separate provisions will be made for any equipment, communication charges, local travel in the duty station, tax liability etc. of the TPCP. For any travel outside the duty station, the TPCP will be entitled to reimbursement of the travel cost and per diems/allowances. MgtWell will be fully responsible for their insurance etc. while on travel or otherwise and shall pay the travel allowance to personnel after receiving the approval from UNICEF which will specify the exact number of days spent outside the duty station or travelled. This ensures that all necessary expenses are covered and that the TPCP are not out of pocket for costs incurred during their work.

4. Timely Disbursement: MgtWell shall ensure timely monthly disbursement of the salary to TPCP in different modalities is done by Bank Transfer. This ensures that the TPCP are paid on time and in a manner that is convenient for them. MgtWell will use its compensation software to schedule and track these payments, ensuring transparency and accuracy in the payment process.

5. Currency: The salaries and allowances to the TPCP will be paid in local currency - Afghani (AFN). This ensures that the TPCP are paid in a currency that is familiar and convenient for them. It also ensures that the compensation is not affected by fluctuations in foreign exchange rates.

By following this comprehensive methodology, MgtWell can ensure that the TPCP are compensated fairly and in accordance with local laws and regulations. This will help to attract and retain high-quality personnel for the project, contributing to its success. Furthermore, the use of a reliable compensation software will streamline the compensation process and ensure accuracy and transparency.

2.4.7 Leave Management

1. Leave Management and Administration: MgtWell will be responsible for the leave management and administration of TPCP. This involves tracking the leave balances of the TPCP, processing leave applications, and ensuring that all leave taken is properly recorded and accounted for.

2. Leave Application Process: TPCP will apply for leave to MgtWell. Upon receiving a leave application, MgtWell will review the application and reach out to the UNICEF supervisor or focal point of the contract to seek approval. Once approval is received, MgtWell will convey the decision to the TPCP and update their leave records accordingly.

3. Certified Sick Leave: TPCP will be entitled up to 12 days of certified sick leave in a calendar year. A doctor's certificate will be required for any certified sick leave. MgtWell will ensure that this policy is clearly communicated to the TPCP and that they understand the process for applying for sick leave and the documentation required.

4. Annual Leave: TPCP will be entitled to 24 days of annual leave. Any unused Annual Leave cannot be encashed or carried forward to the subsequent calendar year – it must be used during the year or validity of the contract in a particular calendar year, or it will be forfeited. MgtWell will track the annual leave balances of the TPCP and remind them to plan their leave in a way that ensures optimal use of their leave entitlements. MgtWell Consulting Services will adhere to the leave policy as stipulated by the labor laws of Afghanistan for the project. This means that all leave entitlements, procedures, and regulations will be in accordance with the national standards of Afghanistan. This includes the number of leave days for different categories such as annual leave, sick leave, maternity leave, and others as per the Afghanistan labor laws.

MgtWell will ensure that all Third Party Contracted Personnel (TPCP) are aware of their leave entitlements and the procedures for applying for leave. They will also ensure that all leave taken by TPCP is properly recorded and managed in accordance with these laws. This commitment to following the leave policy of Afghanistan is part of MgtWell's broader commitment to legal compliance and fair treatment of its personnel. MgtWell can ensure effective leave management for the TPCP, contributing to their well-being and work-life balance, while also ensuring that the project's operations are not disrupted due to unplanned absences.

2.4.8 Working Hours and Public Holidays

MgtWell Consulting Services will adopt for the working hours, public holidays, and leave entitlements for the Third Party Contracted Personnel (TPCP) for the project:

1. Working Hours: MgtWell will ensure that the TPCP observe the same working hours as per the rules and notification of the Afghanistan Government. The typical workweek in Afghanistan is Saturday through Thursday, and business hours are typically 8:00 AM to 4:00 PM. The Labor Law sets a maximum of 40 work hours per week on average. Any changes to these working hours will be specifically directed in writing or mutually agreed between the Contractor and UNICEF.



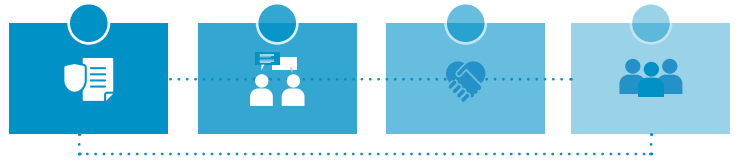
2. Public Holidays: MgtWell will observe the public holidays as per the rules and notification of the Afghanistan Government. Public holidays in Afghanistan include Liberation Day, First day of Ramadan, Labor Day, Eid al-Fitr, Day of Arafat, Eid al-Adha, Afghan Independence Day.

MgtWell ensure that the TPCP's working hours, public holidays, are managed in accordance with local laws and regulations, contributing to their wellbeing and work-life balance, while also ensuring the smooth operation of the project.

2.4.9 Policy

Policy: MgtWell has comprehensive policies in place that cover all aspects of the project. These policies will encompass areas such as recruitment, performance management, compensation, leave management, conflict of interest, logistics, and financial management. The policies will be updated in accordance with UNICEF's requirements, Afghanistan Labor Laws, and best practices in human resource management. They will be flexible enough to accommodate changes and modifications as per the evolving needs of the project.

Communication of Policies: MgtWell will ensure that these policies are effectively communicated to all Third Party Contracted Personnel (TPCP). This will be achieved through various channels such as orientation sessions, policy handbooks, and the company's intranet. MgtWell will also conduct regular workshops and training sessions to ensure that all TPCP understand the policies and their implications.



Implementation of Policies: MgtWell will ensure that these policies are not just on paper but are actively implemented in the day-to-day management of the TPCP. This involves integrating the policies into all HR processes, such as recruitment, performance appraisals, and leave management. MgtWell will also ensure that the policies are reflected in the contracts of the TPCP, thereby legally binding them to adhere to these policies.

Monitoring and Enforcement of Policies: MgtWell will have a strong mechanism in place to monitor compliance with the policies and take action to enforce them. This could involve conducting regular audits, reviewing HR records, and addressing any violations of the policies. MgtWell will also provide a safe and confidential mechanism for TPCP to report any violations of the policies, and will ensure that these reports are thoroughly investigated and addressed.

Review and Update of Policies: MgtWell will regularly review the policies to ensure they remain relevant and effective. This could involve gathering feedback from the TPCP, reviewing the outcomes of the policies, and staying updated on changes in labor laws and HR best practices. Based on this review, MgtWell will make any necessary updates to the policies. MgtWell has policies that ensure gender balance in internal recruitment. The organization believes in equal opportunity and strives to maintain a diverse and inclusive workforce. Recruitment processes are designed to be fair and unbiased, with decisions based on merit and suitability for the role rather than gender. MgtWell's policies adequately address issues related to gender discrimination and sexual harassment. The organization has a zero-tolerance policy towards any form of discrimination or harassment. Any such incidents are dealt with seriously and promptly, with appropriate measures taken to prevent recurrence.

MgtWell's policies promote local economic development. The organization prioritizes hiring and placement of consultants from local areas, fostering partnerships with local businesses, and hiring services/supplies from self-help groups for events. This not only contributes to the local economy but also helps build strong relationships within the community. MgtWell's organizational policies, methodology, and implementation plan adequately address environmental issues. The organization prioritizes hiring taxis with low carbon fuel emissions, digitizing work to reduce carbon footprints, and limiting the use of resources such as batteries, generators, cartridges, papers, plastic bottles, and pen-drives. MgtWell is committed to sustainable practices and strives to minimize its environmental impact.



Conflict of Interest

MgtWell Consulting Services adopts for managing conflicts of interest for the Third Party Contracted Personnel (TPCP) for the project:

1. Conflict of Interest Policy: MgtWell will establish a clear conflict of interest policy. This policy will define what constitutes a conflict of interest and provide guidelines on how to avoid and manage such conflicts. The policy will cover potential conflicts such as financial affiliation, family affiliation, political affiliation, and business interests with an organization/vendor with whom UNICEF has a partnership or is looking to establish a partnership or contract.

2. Declaration of Conflict of Interest: Upon recruitment, all TPCP will be required to declare any potential conflicts of interest. This involves disclosing any financial, family, political affiliations, or business interests that could potentially lead to a conflict of interest. MgtWell will provide a standard form for this declaration to ensure all relevant information is captured.

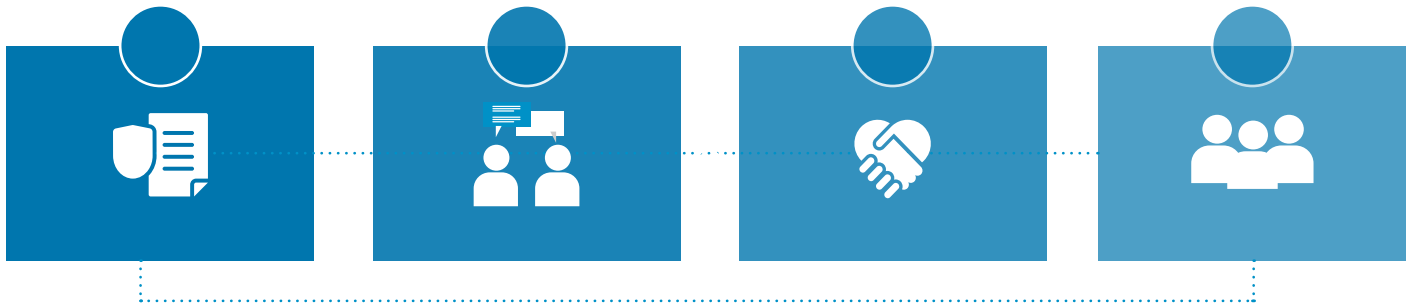
3. Review of Declarations: MgtWell will review all declarations of conflict of interest. If a potential conflict is identified, MgtWell will inform and advise UNICEF. The declaration of a conflict of interest will not be viewed negatively but will be considered in the programming of activities.



4. Management of Conflicts: In cases where a conflict of interest is declared or identified, MgtWell will take steps to manage the conflict. This could involve adjusting the TPCP's role or responsibilities, or in some cases, requesting the deployment of personnel who do not have a conflict of interest in the specific location/programme/community or with the vendor.

5. Ongoing Monitoring: MgtWell will conduct ongoing monitoring to ensure that conflicts of interest do not arise during the course of the project. This will involve regular check-ins with the TPCP and maintaining open lines of communication to encourage the reporting of any potential conflicts.

6. Consequences for Non-Disclosure: Failure to declare a conflict of interest may lead to a review of the deliverables expected from the personnel and/or possible termination of contract. MgtWell will ensure that all TPCP are aware of this policy and the potential consequences of non-disclosure. MgtWell can effectively manage conflicts of interest, ensuring the integrity of the project and maintaining the trust and confidence of UNICEF.



2.4.10 Safety and Security Measures

MgtWell have a comprehensive safety and security plan tailored to the unique needs of the TPCP. This plan include creating secure work environments that adhere to safety standards, developing emergency response procedures to handle unforeseen situations, and providing safety training to equip TPCP with the knowledge and skills to maintain their safety. Furthermore, MgtWell will ensure that all TPCP are equipped with the necessary safety equipment and receive thorough training on its proper usage.

Risk Assessment: MgtWell will conduct regular risk assessments to proactively identify potential safety and security risks. These assessments will take into account various factors such as the nature of the work, the work environment, and the specific risks associated with the project location. The risk assessment process will be dynamic, adapting to changes in the project scope and environment.

Incident Response: MgtWell will have a well-defined incident response plan ready to be deployed in the event of any untoward security incident. This plan will outline clear steps to be taken to ensure the safety of personnel, including evacuation procedures, communication protocols, and first aid measures. The incident response plan will be regularly reviewed and updated to ensure its effectiveness.

Legal Compliance: MgtWell will ensure that all safety and security measures are in full compliance with Afghan Law. This includes fulfilling all relevant legal requirements in the event of a security incident. MgtWell will stay abreast of any changes in the law to ensure ongoing compliance.

Training and Awareness: MgtWell will conduct regular safety and security training sessions for all TPCP. These sessions will cover a wide range of topics such as personal safety, emergency response, and security awareness. MgtWell will also ensure that all TPCP are fully aware of the safety and security policies and procedures, and understand their individual responsibilities in maintaining a safe and secure work environment.

Monitoring and Review: MgtWell will actively monitor the effectiveness of the safety and security measures and make necessary adjustments based on feedback and incident reports. MgtWell will also conduct regular reviews of the safety and security policies and procedures to ensure they remain relevant, effective, and aligned with best practices.



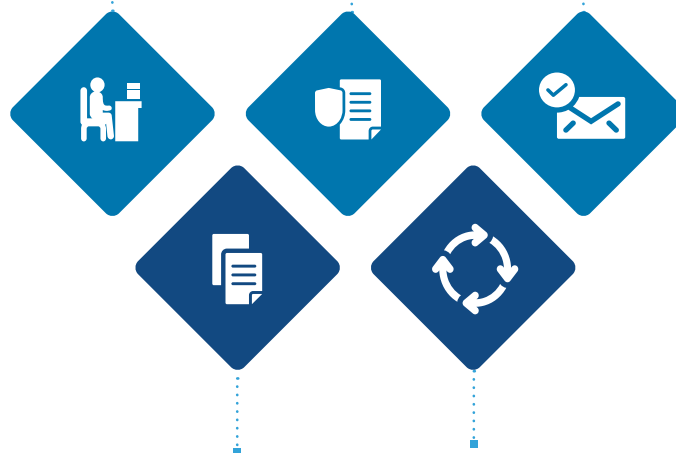
MgtWell can ensure the safety and security of the TPCP, thereby contributing to the overall success of the HR Management project. This approach will also help in creating a safe and secure work environment for all, fostering a culture of safety and security within the organization.

2.4.11 Insurance

Insurance Coverage: MgtWell will ensure that all Third Party Contracted Personnel (TPCP) have comprehensive insurance coverage. This coverage will include Accident, Death, Health, and Disability insurance. MgtWell has contracts with insurance providers to ensure that the coverage is comprehensive and meets the specific needs of the TPCP. This includes coverage for medical expenses, disability benefits, and death benefits.

Policy Details: MgtWell will collaborate with the selected insurance provider(s) to develop policies that meet the specific needs of the TPCP. These policies will provide comprehensive coverage for accidents, death, health issues, and disabilities. MgtWell will ensure that these policies are flexible enough to accommodate the diverse needs of the TPCP, while also being compliant with local and international insurance regulations.

Communication of Insurance Details: MgtWell will ensure that all TPCP are fully informed about their insurance coverage. This will include providing them with detailed information about what is covered, how to make a claim, and who to contact for assistance. MgtWell will use various communication channels, such as email, intranet, and personal meetings, to ensure that this information is effectively communicated.



Claim Assistance: MgtWell will provide assistance to TPCP in the event of a claim. This could involve helping them understand the claim process, assisting with paperwork, and liaising with the insurance provider(s) on their behalf. MgtWell will strive to make the claim process as smooth and hassle-free as possible for the TPCP.

Regular Review of Insurance Coverage: MgtWell will regularly review the insurance coverage to ensure it continues to meet the needs of the TPCP. This could involve gathering feedback from the TPCP, reviewing the performance of the insurance provider(s), and staying updated on changes in insurance regulations and best practices. Based on these reviews, MgtWell will make necessary adjustments to the insurance coverage.



MgtWell can ensure that all TPCP have the necessary insurance coverage, thereby contributing to the overall success of the HR Management project. This approach will also help in providing a safe and secure work environment for all, fostering a culture of safety and security within the organization.

2.4.12 Database Management

Database Management: MgtWell have a strong database management system like HRIS in place, we will maintain a comprehensive and updated database of all its Third Party Contracted Personnel (TPCP). This database will include critical details such as the duration of contracts, start and end dates, value, purpose, deployment in the programme, leave records, insurance details, and more. MgtWell will ensure that this database is updated regularly to reflect the most current and accurate information. Furthermore, MgtWell will report the updated database to UNICEF on a bi-weekly basis, ensuring transparency and regular communication.

Active Roster Maintenance: MgtWell will maintain an active roster and database of prospective TPCP. This involves a proactive approach to continuously sourcing potential candidates and updating their information in the database. This active roster will serve as a valuable resource for future hiring needs, ensuring a smooth and efficient recruitment process. The specifics of this task will be further elaborated under the sourcing strategy in the technical proposal.

Confidentiality: MgtWell places a high priority on the confidentiality of the database information. Strict security measures will be implemented to protect the data from unauthorized access or disclosure. These measures could include data encryption, secure access controls, and regular security audits. Any failure in maintaining confidentiality will be treated seriously, potentially leading to negative performance evaluations for the contractor.

Reconciliation Reports: MgtWell will provide a monthly reconciliation report detailing the contracts issued by UNICEF, the number of TPCP stated to be hired in the contracts, and the actual number of TPCP hired by the Contractor. If there are any discrepancies, MgtWell will promptly bring it to the attention of UNICEF and rectify the differences to align with the Contractor and Actual deployment.

Data Integrity: MgtWell will implement measures to ensure the accuracy and consistency of data in the database. This includes implementing data validation rules to prevent the entry of incorrect or inconsistent data, conducting regular data audits to identify and correct any errors, and maintaining a log of changes made to the database to track the history of modifications.

Data Backup and Recovery: MgtWell will implement a strong data backup and recovery plan to protect the database from data loss due to unforeseen circumstances such as hardware failures, data corruption, or natural disasters. This plan will include regular backups of the database, secure storage of backup data, and a clear procedure for recovering data in the event of a loss.

MgtWell can ensure effective database management, thereby contributing to the overall success of the project. This approach will also help in maintaining the integrity and confidentiality of the data, which is crucial for the smooth operation of the project. This will ultimately lead to a more efficient and effective HR management process. The use of a strong database management system like HRIS will further enhance the efficiency and effectiveness of these processes.

2.4.13 Documentation

Documentation Management: MgtWell has a systematic process for creating, identifying, collecting, storing, and retrieving documents. This process is designed to ensure efficiency and accuracy in maintaining all necessary documentation for the assignments. It involves the use of modern document management systems that allow for easy categorization, search, and retrieval of documents.

Personal Files Maintenance: MgtWell will maintain comprehensive personal files for each of its Third Party Contracted Personnel (TPCP). These files will include critical documents such as CVs, Terms of Reference (ToRs), signed contracts, attendance records, leave records, medical records, insurance documents, deliverables, reports, and more. Regular updates will be made to these files to ensure they reflect the most current information.

Document Control: MgtWell implements a strong document control system. This system ensures that only the most recent and approved versions of documents are in use. It manages the entire lifecycle of documents, from creation and review to approval, distribution, and modification. This helps prevent confusion and errors that can arise from using outdated or unapproved documents.

Security and Confidentiality: MgtWell prioritizes the security and confidentiality of all documents. Access to sensitive documents is restricted to authorized personnel only, and strong security measures such as data encryption and secure access controls are implemented. MgtWell also complies with all relevant privacy laws and regulations to protect the personal information of the TPCP.

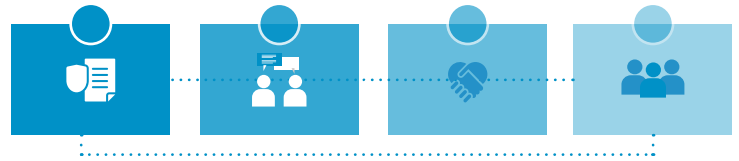


Document Retention and Disposal: MgtWell has a clear document retention and disposal policy. This policy specifies how long different types of documents should be kept, based on legal requirements and business needs. It will also outline the procedures for secure disposal of documents that are no longer needed, ensuring that sensitive information is properly destroyed.

Regular Reporting: MgtWell will provide regular reports to UNICEF on the status of the documentation. These bi-weekly reports will ensure transparency and regular communication between MgtWell and UNICEF, helping to build trust and collaboration.

Use of Documentation Software: MgtWell utilizes strong documentation software like Microsoft SharePoint or Google Workspace. These platforms provide a range of tools for document management, collaboration, and security, making it easier to maintain and manage the documentation. They also allow for easy access and collaboration, ensuring that all relevant personnel can find and use the documents we need.

MgtWell can ensure effective documentation management, contributing to the overall success of the HR Management project. This approach will also help maintain the integrity and confidentiality of the documents, which is crucial for the smooth operation of the project. Ultimately, this will lead to a more efficient and effective HR management process, benefiting both MgtWell and UNICEF.



2.5 Methodology and Approach for Financial Management

Financial Management: MgtWell has a team of financial experts who will maintain the accounts under this contract based on generally accepted accounting principles. Accounts will be maintained in computerized standard accounting software such as Tally or a similar approved package. This will ensure that all financial transactions are recorded accurately and consistently, always providing a clear and reliable financial picture of the project.

Record Keeping: MgtWell's financial team will maintain accurate records and documentation of funds received and disbursed under the contract. This includes invoices, receipts, bank statements, and other relevant documents. These records will be readily available and produced to UNICEF as and when requested, ensuring transparency and accountability.

Invoice Submission: On the last day of each month, MgtWell will submit a detailed invoice to UNICEF for each programme section separately based on the contract signed between the Contractor and UNICEF. Supporting documents such as verified and approved attendance record and payslip to TPCP will be attached to the invoice, providing a clear breakdown of the costs incurred.

Payment by UNICEF: UNICEF will ensure that all contractor invoices are paid within 30 days of receipt of the correct invoice. This prompt payment will ensure smooth operation of the project and maintain a positive working relationship between UNICEF and MgtWell.

Payment to TPCP: MgtWell will ensure timely payment to the TPCP by the 1st week of the subsequent month. These payments will be made based on the certification and approved attendance record by UNICEF program focal point stating that the TPCP has completed the tasks assigned during the month. This ensures that TPCP are compensated fairly and promptly for their work.



Monthly Progress Reports: UNICEF program focal point as technical supervisor will be copied on the monthly progress reports submitted by the TPCP. This will ensure transparency and regular communication between MgtWell, TPCP, and UNICEF, fostering a collaborative working environment.

Payment Slips: MgtWell will ensure that payment slips are issued to its TPCP for all the payments made, and a copy of the same is maintained in contractor records. This provides a clear record of payments made to TPCP and serves as a useful reference for both MgtWell and the TPCP.

Audit/Review: MgtWell will ensure that all financial records are available for Audit/review by UNICEF/UNICEF appointed agency as and when required by UNICEF for a period of 10 years. This will ensure transparency and accountability in the financial management of the project, and provide assurance that funds are being used appropriately and effectively.

Cost Control: MgtWell will implement measures to control costs and ensure the project is delivered within budget. This includes negotiating favorable terms with suppliers, optimizing resource usage, and implementing efficient work practices.

Financial Risk Management: MgtWell will identify and manage financial risks to the project. This includes risks such as cost overruns, delayed payments, and financial non-compliance. MgtWell will develop a risk management plan to mitigate these risks.

MgtWell can ensure effective financial management, thereby contributing to the overall success of the project. This approach will also help in maintaining the integrity and transparency of the financial transactions, which is crucial for the smooth operation of the project. This will ultimately lead to a more efficient and effective HR management process, benefiting both MgtWell and UNICEF.

Using Tally Software

Tally is a comprehensive business management software that is extremely useful in managing financial transactions and accounting operations. MgtWell will use Tally for the financial management of the project:

1. Accounting and Bookkeeping: Tally can be used to record all financial transactions related to the project. This includes salaries, allowances, logistics costs, and other expenses. Tally's double-entry accounting feature ensures that all transactions are accurately recorded.

2. Budget Management: Tally allows MgtWell to create and manage budgets for the project. It can track actual spending against budgeted amounts, providing real-time insights into the financial performance of the project.

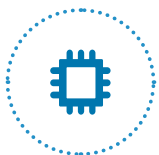
3. Payroll Management: Tally's payroll feature can be used to manage the payroll of the Third Party Contracted Personnel (TPCP). This includes calculating salaries, deductions, and allowances, and generating payslips.

4. Tax Compliance: Tally can calculate and manage all applicable taxes as per Afghanistan tax rules and regulations. It can generate tax reports and help MgtWell stay compliant with tax laws.

5. Financial Reporting: Tally can generate a variety of financial reports, such as profit and loss statements, balance sheets, and cash flow statements. These reports provide valuable insights into the financial health of the project.

6. Audit and Security: Tally has strong audit capabilities that allow MgtWell to conduct regular internal audits. It also has strong security features to ensure that all financial data is secure.

By using Tally, MgtWell can ensure efficient and effective financial management of the project.



2.6 Methodology and Approach for Logistics Management

Transportation Planning: MgtWell will develop a detailed transportation plan for the Third Party Contracted Personnel (TPCP). This plan will take into account the locations of the TPCP's residences, the project sites, and the most efficient routes. The plan will also consider factors such as traffic patterns and road conditions. MgtWell will use advanced planning tools and software to optimize these routes and ensure efficient use of resources.

Driver Selection and Training: MgtWell will hire experienced and reliable drivers. The drivers will undergo thorough background checks and training. The training will cover safe driving practices, emergency procedures, and customer service. MgtWell will ensure that all drivers are properly licensed and have a clean driving record.

Scheduling and Routing: MgtWell will create schedules and routes for the transportation of the TPCP. The schedules and routes will be designed to minimize travel time and ensure punctuality. MgtWell will use routing software to optimize the routes, taking into account factors such as traffic conditions and road closures.

Safety Measures: MgtWell will implement safety measures such as seat belts, first aid kits, and emergency contact numbers in all vehicles. MgtWell will also establish procedures for handling emergencies, such as breakdowns or accidents. Regular safety drills may be conducted to ensure that all TPCP and drivers know what to do in case of an emergency.

Transportation Arrangement: MgtWell will arrange transportation of Third Party Contracted Personnel (TPCP) to the assigned location for programme implementation by hiring suitable vehicles. This will involve assessing the transportation needs of the TPCP, identifying suitable vehicle providers, and arranging for the hire of these vehicles.

Vehicle Approval and Safety Standards: MgtWell will ensure that the vehicles hired are approved by authorities for commercial use and adhere to the safety standards as prescribed by the traffic authorities. This will involve checking the vehicles' registration, insurance, and safety features, and ensuring that they are in good working condition.

Bidding Process: If required, MgtWell will conduct a transparent and competitive bidding process to identify travel agencies and transporters for the rail/air travel and vehicle requirements. This will ensure that MgtWell gets the best value for money and high-quality services.

Timely and Efficient Service: MgtWell will ensure that the transport agencies provide the vehicles in a timely and efficient manner. This will involve setting clear expectations with the agencies about the timing and frequency of the services, and monitoring their performance to ensure they meet these expectations.

Record Keeping: MgtWell will maintain records of the bookings and usage daily logbooks and make direct payments to the transport agencies for hired vehicles. This will provide a clear record of the transportation services used and the costs incurred.

Monthly Planning: MgtWell will prepare a monthly plan for the transport requirements programme-wise and make bookings accordingly. This will involve assessing the transportation needs for the upcoming month, making the necessary bookings, and communicating these plans to the TPCP and the transport agencies.

Reporting: MgtWell will also maintain records and overviews of the bookings, actual usage, costs incurred etc. These reports will be used for internal management purposes, and can also be provided to UNICEF as part of the regular project reporting. MgtWell can ensure effective logistics management, thereby contributing to the overall success of the HR Management project. This approach will also help in maintaining the safety and comfort of the TPCP, which is crucial for the smooth operation of the project.

2.7 Implementation Plan

Phase 1: Project Initiation

A Project Manager is appointed to oversee the entire project. They will develop a detailed project plan that outlines the tasks, timelines, and resources needed.

Phase 2: Human Resources Management

A Recruitment Team is formed to handle the sourcing, recruitment, and onboarding of the Third Party Contracted Personnel (TPCP). They will work closely with UNICEF supervisors for the technical supervision of TPCP. An HR Manager is assigned to manage personnel payroll, leave management, time sheet administration, and performance appraisals.

Phase 3: Financial Management

A Finance Manager is appointed to handle the complete financial management of the contracted personnel. They will be responsible for the payment of monthly subsistence allowances, travel allowance, salary/professional fee, logistics costs, and any other costs agreed with UNICEF to TPCP. They will also manage all applicable taxes of TPCP as per Afghanistan tax rules and regulations.



Phase 4: Logistics Management

A Logistics Manager is assigned to make logistics arrangements for all travel, meetings, and trainings of TPCP.

Phase 5: Regular Monitoring and Reporting

The Project Manager will regularly monitor the progress of the project and ensure that all tasks are being carried out as per the plan. Regular reports will be submitted to UNICEF, detailing the progress of the project and any issues or challenges encountered.

Phase 6: Project Closure

Upon completion of the project, a final report will be submitted to UNICEF, detailing the outcomes of the project and any lessons learned.

This plan ensures that all aspects of the project are managed effectively, from human resources and financial management to logistics and project closure. It's designed to ensure the successful implementation of the project and the achievement of its objectives.

2.6 Quality assurance mechanisms for this assignment

1. Standard Operating Procedures (SOPs): MgtWell has established SOPs for all processes involved in the project. These SOPs cover areas such as recruitment, financial management, logistics management, transportation, and reporting. The SOPs are designed to ensure consistency and high standards in all operations.



They provide clear instructions for each process and are regularly updated to reflect any changes in the project requirements or regulatory environment.

- **Recruitment SOPs:** MgtWell's recruitment SOPs provide a comprehensive framework for sourcing, shortlisting, interviewing, and hiring the Third Party Contracted Personnel (TPCP). The process begins with understanding the job requirements and identifying the right channels for sourcing candidates. The SOPs ensure a fair and transparent selection process, with candidates being shortlisted based on predefined criteria. The final stage involves conducting interviews, either face-to-face or virtually, and selecting the most suitable candidate. All these processes are designed to comply with Afghanistan labor laws.

- **Financial Management SOPs:** The financial management SOPs cover all aspects of financial operations. This includes budget planning, where costs for all project activities are estimated and a budget is prepared. Payroll management ensures that all TPCP receive their salaries on time and any allowances are properly managed. The SOPs also cover tax compliance, ensuring that all financial transactions adhere to Afghanistan tax rules and regulations.



- **Logistics Management SOPs:** The logistics management SOPs outline the process for arranging all necessary logistics for the TPCP. This includes travel arrangements, such as booking flights and local transportation, and accommodation arrangements. The SOPs ensure that all these arrangements are made in a cost-effective manner, without compromising on the quality or safety of the services.



- **Transportation SOPs:** The transportation SOPs provide guidelines for arranging safe and efficient transportation for the TPCP. This includes both local transportation for daily commute and long-distance travel for project-related work. The SOPs ensure that all transportation arrangements are reliable and adhere to safety standards.



- **Reporting SOPs:** The reporting SOPs outline the process for preparing and submitting regular reports to UNICEF. These reports provide updates on the project progress, performance of the TPCP, financial management, and any issues or challenges encountered. The SOPs ensure that the reports are accurate, comprehensive, and submitted in a timely manner.

These SOPs are regularly reviewed and updated to reflect any changes in the project requirements or regulatory environment. They provide clear instructions for each process, ensuring consistency and high standards in all operations. By adhering to these SOPs, MgtWell ensures that the project is executed effectively and meets the objectives set by UNICEF.



2. Regular Audits: MgtWell conducts regular internal audits to assess the effectiveness of the processes and identify areas for improvement. These audits cover all aspects of the project, including the recruitment process, financial transactions, and logistics arrangements. The audits are conducted by an independent team within MgtWell, ensuring objectivity and transparency.



3. Performance Metrics: MgtWell establishes performance metrics for the Third Party Contracted Personnel (TPCP). These metrics are aligned with the project objectives and are used to assess the performance of the TPCP. The metrics cover various aspects of the TPCP's work, such as the quality of their output, their adherence to timelines, and their collaboration with other team members.

4. Feedback Mechanisms: MgtWell has established feedback mechanisms to gather feedback from the TPCP and UNICEF. This feedback is used to identify areas for improvement and implement necessary changes. The feedback mechanisms include regular surveys, feedback sessions, and open communication channels where TPCP and UNICEF can share their thoughts and suggestions.



5. Training and Development: MgtWell provides regular training and development opportunities for the TPCP. This ensures that they have the necessary skills and knowledge to perform their tasks effectively. The training covers a wide range of topics, including technical skills, soft skills, and knowledge about UNICEF's mandate and programmes.



6. Regular Reporting: MgtWell provides regular reports to UNICEF on the progress of the project. These reports include details on the performance of the TPCP, financial management, and any issues or challenges encountered. The reports are comprehensive and transparent, providing UNICEF with a clear understanding of the project's progress.



7. Compliance Checks: MgtWell conducts regular compliance checks to ensure that all activities are compliant with the Afghanistan labor laws and UNICEF's guidelines. These checks cover all aspects of the project, from the recruitment process to the financial transactions.



8. Risk Management: MgtWell implements a risk management plan to identify potential risks and develop mitigation strategies. This ensures that any issues are addressed promptly and do not impact the quality of the project. The risk management plan covers all aspects of the project, from operational risks to financial risks.

These quality assurance mechanisms ensure that the project is executed to the highest standards and meets the objectives set by UNICEF. They provide a strong framework for managing the project and ensuring its success. Please note that the actual implementation may vary based on the ground realities and challenges encountered during the project execution.

Standard Operating Procedure (SOP) for Recruitment Process – MgtWell

1. Purpose

The purpose of this Standard Operating Procedure (SOP) is to define MgtWell's systematic approach towards recruitment. This SOP is designed to ensure a uniform, fair, and transparent mechanism in our recruitment practices.

It specifically addresses the process for re-engaging existing field monitors and team leaders, as well as onboarding new candidates.

By adhering to this SOP, we aim to uphold the highest standards of integrity and professionalism, ensuring that every candidate - whether they are an existing employee or a potential new addition to our team - receives equitable treatment.

It is our commitment that this recruitment process will provide equal opportunities to all, foster a diverse and inclusive workforce, and ultimately, select the most qualified individuals who align with WFP's and MgtWell's values and mission. This approach not only promotes organizational efficiency but also enhances our reputation as a fair and responsible employer.

2. Scope

This SOP applies to all recruitment activities undertaken by MgtWell, including the hiring for the WFP TPM project.

3. Procedure

3.1. Job Position Announcement and Development of Terms of Reference (ToRs):

The HR team will create comprehensive job descriptions and ToRs outlining the roles, responsibilities, qualifications, and experience required for each position. These will be disseminated through appropriate channels, including the Acbar.af Job portal.

3.2. Application Collection and Initial Screening:

All applications received will be systematically downloaded and sorted by the HR team. A shortlist of candidates who meet the minimum qualifications and experience will be compiled for further evaluation.

3.3. Detailed Shortlisting of Applicants:

The HR team will conduct a detailed assessment of shortlisted candidates, evaluating their skills, experience, and alignment with MgtWell's values and culture.

3.4. Written Test Administration:

Shortlisted candidates will be invited to complete a written test to assess their job-specific skills and knowledge.

3.5. Interview Process:

Candidates who perform well on the written test will be invited for an interview with the hiring team. This stage will focus on further evaluating the candidate's experience, expertise, problem-solving abilities, and fit within the organization.

3.6. Comprehensive Background Checks:

Successful candidates post-interview will undergo a series of checks, including reference checks, background checks, and medical examinations, among others, to ensure their professional integrity.

3.7. Contract Finalization and HR Orientation:

Once a candidate has successfully completed all selection processes, MgtWell will present them with an employment contract detailing their compensation package, job role, and other pertinent information. Upon acceptance of the contract, the new staff member will participate in an HR orientation program to familiarize them with the organization's policies, procedures, and culture.

4. Roles and Responsibilities:



4.1. HR Team:

Responsible for creating ToRs, collecting and screening applications, shortlisting candidates, conducting interviews, and managing the orientation process.



4.2. Hiring Team:

Responsible for participating in interviews and providing input on candidate selection.

5

References:

This SOP should be used in conjunction with MgtWell's HR policy and any applicable policies from partner organizations like WFP.

6

Revision and Approval:

This SOP is subject to regular review and revision to ensure that it remains accurate and fit for purpose. Any amendments must be approved by the appropriate authority within MgtWell.

7

Document Control:

This SOP will be made available to all relevant personnel and should be adhered to at all times. Any breaches of this SOP will be investigated and may result in disciplinary action.

8. Workforce Requirements:

Vacancies, Technical Specializations, and Gender Distribution Across Various Location

Field Monitors for Monitoring TSFP and RFS Projects												
Area Office	TPM Service Provider	Province	Minimum Number of TPM Field Monitors Dedicated for TSFP Project Monitoring	Minimum Number of TPM Field Monitors Dedicated for RFS Project Monitoring								
			Minimum Number of Field Monitors with Healthcare Background	Minimum Number of Field Monitors with Civil Engineering Background	Minimum Number of Field Monitors with Agriculture Background	Total Number of Field Monitors for RFS Project Monitoring	Total Regular	Total Standby	Team Leader	Total	Total Male	Total Female
Jalalabad Area office	MgtWell	Nangarhar	4	3	1	11	19	3	1	23	18	4
		Laghman	2	1	1	3	7	2	1	10	9	1
		Kunar	2	1	1	2	6	2	1	9	7	2
		Nuristan	1	1	1	1	4	1		5	5	

9. Recruitment Processes:

Channels, Announcement Duration, and Assessment Methods

MgtWell takes recruitment very seriously, and we strive for absolute transparency and fairness throughout the process. In line with our commitment to attracting top talent, we recently advertised a position on the ACBAR website, one of the leading portals for job opportunities. This specific announcement was live for a duration of eight days, ensuring ample visibility and giving interested candidates sufficient time to learn about the role and submit their applications. To assess our applicants fairly and objectively, we utilize a competency-based evaluation method. This consists of a comprehensive written test, administered through cutting-edge computer technology to

ensure both security and convenience for candidates. The test is designed to examine not just the technical knowledge required for the role, but also the candidate's management abilities and decision-making skills.

By including both technical and management-oriented questions, we can gain a well-rounded understanding of an applicant's capabilities and potential fit with our organization. We believe this strategy, combined with the broad exposure granted by the ACBAR platform, enables us to source the best talent and maintain our high standards of recruitment.

10. Written Test Administration:

Scope, Frequency, Delivery Method, and Evaluation Criteria

The written test that we administer covers both technical and management-related aspects, serving as a versatile tool to evaluate a candidate's qualifications, potential, and suitability for the specific roles advertised. We strive to make the testing process as accessible as possible.

For that reason, the tests are administered in various provinces to accommodate candidates from different locations. Depending on the volume of applicants and the nature of the role, we might conduct the tests in multiple batches to ensure each candidate receives appropriate attention and consideration.

In a bid to foster inclusivity and diversity, we also conduct separate testing sessions for female candidates, providing an environment where everyone feels comfortable performing at their best.

The tests are designed to measure a broad spectrum of candidate attributes. These include mental abilities, like problem-solving and analytical skills; knowledge pertaining to the specific role; as well as personality traits, interests, and temperament. We aim to gain a holistic view of each applicant, extending beyond their technical skills to better determine their potential fit within our organization's culture.

The tests are administered using computer technology, which enables a convenient and efficient process for both the candidates and our organization. Regarding the marking system, we employ a thorough and unbiased method. Our aim is to maintain fairness and transparency in the recruitment process. The passing marks for each test will be stated prior to the examination, and we assure applicants that all tests will be graded impartially, with steps taken to avoid any bias in the marking process.

11. Interview Procedures

Our Human Resources team at MgtWell employs a comprehensive and holistic interview process designed to evaluate a candidate's suitability for a role across multiple dimensions. The interview will be conducted by a panel consisting of key members from our organization. This format is designed to foster a fair and balanced assessment of each candidate.

The content and focus of our employment interviews can vary significantly based on the role in question and the level of the job. Nonetheless, there are several key areas we consistently consider to gain a well-rounded understanding of each candidate:

Interview Procedures



1. Occupational Experience: We delve into a candidate's past roles and professional experiences to assess their acquired skills and abilities. This also provides insight into their capacity to handle responsibility, adapt to challenges, and grow within a role.



2. Academic Achievement: We review a candidate's academic credentials and achievements. This process helps us gauge their theoretical knowledge base, intellectual rigor, and commitment to learning — all valuable indicators of potential success in the job.



3. Interpersonal Skills: A critical part of our assessment is understanding how candidates manage relationships and handle conflicts within a workplace. We seek individuals who are not only technically proficient but can also contribute positively to our team dynamics.



4. Personal Qualities: We observe personal qualities such as physical appearance, communication skills, poise, adaptability, and assertiveness. We believe these traits can significantly influence a candidate's effectiveness in their role and their ability to represent our organization professionally.



5. Organizational Fit: Last but certainly not least, we evaluate a candidate's fit with our organization's culture and value system. This often intangible attribute can significantly impact an employee's satisfaction, productivity, and longevity within our firm.

12. Modality

As for the interview format, whether it will be virtual or in-person will be determined based on several factors, including the candidate’s location and prevailing circumstances, and will be communicated to the candidate well in advance. Our interviews, whether virtual or in-person, are designed to be equally rigorous and comprehensive.

13. Focus

In terms of focus, our interviews are both competency-based and technical-based. We want to assess a candidate’s technical skills pertinent to the role and also their broader competencies, such as problem-solving, leadership, and teamwork abilities.

14. Timeline

The timeline for our interview process can fluctuate based on the specifics of the role and the number of interviewing stages required.

However, for this particular Third-Party Monitoring (TPM) project, we have set distinct timeframes for each phase of the process. The written test is designed to be completed within an allotted time of one hour, while each interview is expected to last approximately 30 minutes.

These durations have been carefully determined to balance thoroughness of assessment with respect for the candidates’ time.

15. Written test and Interview Scaling

Modules	Total Scaling (Score)	Pass Marks
Written Test	50	30
Interview	50	Consider the highest score

Our recruitment process follows a thorough and transparent scoring system, ensuring fairness and impartiality. The process is bifurcated into two main stages: a written test and an interview, each holding equal weight in determining the candidate’s final score.

The written test carries a maximum score of 50, with a passing mark of 30. Candidates must achieve at least this threshold score in order to progress to the next stage of the recruitment process: the panel interview. This rigorous standard is in place to guarantee that only candidates demonstrating the necessary competence and skills move forward in the process. Following the written examination, shortlisted candidates are invited for an interview, which also has a maximum score of 50. Our interview panel comprises three members, each contributing

equally to the final score. To ensure a balanced assessment, we average the scores given by the individual panel members, essentially using the formula $(\text{Score1} + \text{Score2} + \text{Score3}) / 3$. This method ensures each panel member’s evaluation is given equal consideration and promotes fairness in candidate assessment.

Upon completion of both stages, we calculate the final score by summing the scores obtained in the written test and the interview. This sum, out of a maximum potential of 100, determines the candidate’s final evaluation. Our scoring system is designed to offer a comprehensive understanding of a candidate’s abilities and potential, encompassing both their technical knowledge, as evidenced by the written test, and their interpersonal and role-specific skills, as assessed during the interview.

16. Risk List and Response Plan for Recruitment

16.1. Risk: Bias in the Selection Process

Description: There's a risk that the recruitment process may be influenced by referrals from personal or professional networks, or interference from government authorities, thereby undermining the fairness of the selection process.

Mitigation: A rigorous merit-based selection procedure will be employed, ensuring objectivity in candidate evaluation. Where possible, we will implement blind recruitment strategies, removing personal identifiers from applications to circumvent any conscious or subconscious biases.

16.2. Risk: Gender and Cultural Discrimination

Description: In provinces like Nangarhar, Kunar, Laghman, and Nuristan, it can be challenging for women to apply for field-based roles due to societal norms and cultural restrictions.

Mitigation: We will guarantee that our job descriptions and recruitment practices are inclusive, promoting gender equity and cultural sensitivity. Additionally, our hiring managers will undergo training on unconscious bias to prevent any discriminatory practices during the recruitment process.

16.3. Risk: Shortage of Qualified Candidates

Description: With the recent political instability, many skilled and qualified Afghans have left the country, possibly leading to a scarcity of suitable applicants.

Mitigation: Proactive recruitment strategies like headhunting will be used to identify potential candidates. Additionally, we will utilize MgtWell's extensive HR database, with over 1000 CVs, to ensure a robust pool of qualified applicants for consideration.

16.4. Risk: Breach of Confidentiality

Description: Throughout the recruitment process, candidates may approach MgtWell's HR team or other colleagues to inquire about their selection status or information about other candidates, potentially leading to breaches of confidentiality.

Mitigation: To safeguard applicant information, we will enforce stringent data security measures. Confidentiality will be strictly maintained, with candidate information stored and accessed only through secure systems. All staff will be reminded of their obligations to respect candidate confidentiality.

16.5. Risk: Non-Compliance with Local Labor Laws and Regulations

Description: Any recruitment process must comply with local labor laws and regulations, non-adherence to which can lead to legal implications.

Mitigation: We will consult with legal experts to ensure that all our recruitment and hiring practices are fully compliant with local labor laws and regulations, thus mitigating any legal risk.

16.6. Risk: Candidates Providing Misleading Information

Description: There is a risk that candidates may include false information or overstate their experience in their resumes to increase their chances of selection.

Mitigation: To verify the authenticity of candidate credentials, we will conduct thorough background checks and cross-check qualifications and experiences claimed by applicants. This will ensure that the selected candidates possess the skills and experiences they claim.

16.7. Risk: Disruption of Third-Party Monitoring (TPM) Services

Description: The World Food Program's (WFP) Strategic Outcomes 1, 2, and 3 (SO1, SO2, SO3) are currently in active execution stages, necessitating continuous and vigilant monitoring. As we value inclusivity and equal opportunity in our recruitment process, all existing staff are invited to participate in both the written test and the interview. However, this could potentially lead to instances where staff may not reach their designated monitoring locations on the day of the written test and interview due to scheduling conflicts.

Mitigation: MgtWell is committed to maintaining the integrity of ongoing TPM activities while ensuring a fair recruitment process. As a proactive measure to circumvent potential disruptions, we plan to conduct the written tests on Fridays, which are typically non-working days.

This strategy allows both existing staff and new candidates to participate without interrupting their regular work duties. When it comes to the interview stage, we will adopt a similar approach. For existing staff, interviews will be scheduled on Fridays to avoid conflict with their monitoring responsibilities. For new candidates, interviews will be scheduled on normal working days, considering their availability and convenience.

By employing this carefully planned schedule, we aim to uphold the continuity of TPM activities across all target provinces, ensuring that our commitment to monitoring is not compromised.

This mitigation strategy also underscores our dedication to a fair recruitment process, where every candidate, existing or new, is given an equal opportunity to participate. Maintaining a balance between our operational duties and recruitment activities is crucial to our success and continued service excellence.

17. Timeline and Workplan for Each Stage of the Recruitment Process

No	Activity/Process	Task Description	Responsible Party	Timeline	Expected Outcome
1	Job Position Announcement and Development of Terms of Reference (ToRs)	MgtWell will create comprehensive job descriptions, including the roles, responsibilities, qualifications, and experience required for each position. These Terms of Reference (ToRs) will be used to announce the open positions on appropriate platforms, such as job portals (Acbar.org & Jobs.af), social media, and relevant professional networks.	MgtWell	8 Days – 7 May 2023 to 15 May 2023	Positions Announced in Compliance with WFP and MgtWell HR Policies on Acbar Job Portal.
2	Application Collection and Initial Screening:	All received applications will be downloaded and thoroughly reviewed by the MgtWell HR team. Candidates who meet the minimum qualifications and experience outlined in the ToRs will be shortlisted for further evaluation.	MgtWell	16 May 2023 to 21 May 2023	Systematic Collection, Sorting, and Shortlisting of Candidate Applications
3	Detailed Shortlisting of Applicants	The HR team will conduct a deeper assessment of the shortlisted candidates, evaluating their skills, experience, and alignment with the organization's values and culture. This may involve additional screening, such as reviewing their portfolio, work samples, or other relevant materials.	MgtWell	22 May 2023 to 27 May 2023	Professional Identification of Eligible Candidates for Written Test
4	Written Test Administration	Shortlisted candidates will be invited to complete a written test designed to assess their job-specific skills and knowledge. This test will help determine their suitability for the position and ensure that they possess the necessary competencies.	MgtWell	01 June 2023 to 7 June 2023	Written Test Administration Across Target Provinces
5	Interview Process	Candidates who perform well on the written test will be invited for an interview with the MgtWell hiring team. The interview will focus on further evaluating the candidate's experience, expertise, problem-solving abilities, and fit within the organization.	MgtWell and WFP	10 June 2023 to 14 June 2023	Interview Stage for Candidates Successfully Completing the Written Test

6	Comprehensive Background Checks:	Following the interview, successful candidates will undergo a series of checks to ensure their professional integrity. This process will include reference checks, background checks, and medical examinations, as well as any other relevant assessments deemed necessary by the organization.	MgtWell	17 June 2023 to 18 June 2023	Comprehensive Selection Process Culminating in Streamlined Applicant Onboarding
7	Contract Finalization and HR Orientation	Once a candidate has successfully completed all selection processes, MgtWell will present them with an employment contract detailing their compensation package, job role, and other pertinent information. Upon acceptance of the contract, the new staff member will participate in an HR orientation program to familiarize them with the organization's policies, procedures, and culture.	MgtWell	19 June 2023 to 30 June 2023	Formalization of Employment through Contract Signing and Comprehensive HR Orientation

2.7 Reporting and meeting

Monthly Reporting: MgtWell will prepare a detailed monthly report of all Third Party Contracted Personnel (TPCP) deployed through various contracts. This report will include the status of each TPCP, their deployment details, performance metrics, and any issues or challenges faced. The report will be submitted to UNICEF in a timely manner to ensure transparency and regular communication.

Monthly Invoice Submission: Along with the monthly report, MgtWell will submit a detailed invoice to UNICEF. The invoice will include all the services provided during the month, along with all required documentation such as verified and approved attendance records and payslips for TPCP. This will ensure that UNICEF has a clear understanding of the costs incurred during the month.

Weekly Operational Meeting: MgtWell will participate in a weekly operational meeting with UNICEF at their office in Kabul. During these meetings, MgtWell will submit the status of TPCP recruitment, deployment, the number of TPCP deployed vs estimated in the contract with UNICEF, reconciliation of TPCP numbers, invoices raised and outstanding, or any other critical areas requested by UNICEF. This will ensure that both parties are aligned and any issues are addressed promptly.

Quarterly Performance Review Meeting: In addition to the weekly operational meetings, MgtWell and UNICEF will conduct a quarterly performance review meeting. During these meetings, they will review the overall performance of the TPCP, discuss any challenges or issues faced, and plan for the upcoming quarter. This will ensure that the project is on track and any necessary adjustments are made in a timely manner.

MgtWell ensures effective reporting and meetings, thereby contributing to the overall success of the HR Management project. This approach will also help in maintaining transparency and regular communication with UNICEF, which is crucial for the smooth operation of the project. This will ultimately lead to a more efficient and effective HR management process, benefiting both MgtWell and UNICEF.

2.8 Risk Mitigation Measures

Risk Identification: MgtWell will systematically identify potential risks that could impact the HR Management project. This will involve a thorough analysis of all aspects of the project, including financial, operational, legal, and reputational risks.

Risk Assessment: Once the risks have been identified, MgtWell will assess them based on their potential impact and likelihood of occurrence. This will involve quantifying the risks where possible, and prioritizing them based on their potential to impact the project.

Risk Mitigation Strategies: For each identified risk, MgtWell will develop a mitigation strategy. This could involve avoiding the risk, reducing the impact or likelihood of the risk, transferring the risk, or accepting the risk. The chosen strategy will depend on the nature of the risk and the potential cost of mitigation. **Implementation of Mitigation Strategies:** MgtWell will then implement the chosen mitigation strategies. This could involve changes to project plans, procurement of insurance, implementation of new processes, or other actions.

Monitoring and Review: MgtWell will continuously monitor the identified risks and the effectiveness of the mitigation strategies. This will involve regular reviews of the risk environment, as well as tracking of specific risk indicators.

Communication: MgtWell will communicate about the risks and their mitigation strategies with all relevant stakeholders, including UNICEF and the Third Party Contracted Personnel (TPCP). This will ensure that all stakeholders are aware of the risks and are prepared to respond appropriately.

Contingency Planning: For risks that cannot be mitigated, MgtWell will develop contingency plans. These plans will outline the steps to be taken if the risk event occurs, to ensure that the project can continue to operate effectively.

By implementing this comprehensive methodology, MgtWell can effectively manage risks, thereby contributing to the overall success of the HR Management project. This approach will also help in ensuring the smooth operation of the project, despite the uncertainties and challenges that may arise.

Section 03

3. Key Personnel



3.0 Key Personnel

MgtWell has a team of experts in all relevant areas for the project. These experts bring specialized knowledge and skills to the project, ensuring that all tasks are performed to the highest standard. The team includes professionals with expertise in project management, human resources, finance, field operations, security, and logistics. This diverse team ensures that MgtWell has the necessary capabilities to handle all aspects of the project.



Management Approach: MgtWell adopts a collaborative and inclusive management approach. This involves regular team meetings to discuss progress, address issues, and plan future activities. Open communication is encouraged, with all team members having the opportunity to share their ideas and concerns. MgtWell also focuses on problem-solving, with the team working together to overcome any challenges that arise. Furthermore, MgtWell ensures that all team members have a clear understanding of their roles and responsibilities, which helps to ensure effective coordination and collaboration.



Proposed Team: The proposed team for the project consists of key positions including:

Project Manager: Responsible for overall project management, including planning, execution, and monitoring of project activities. The Project Manager ensures that the project stays on track and achieves its objectives.

Senior Account Manager: Responsible for managing client relationships, understanding client needs, and ensuring client satisfaction. The Senior Account Manager serves as the main point of contact between MgtWell and UNICEF.



HR Manager: Responsible for managing all HR-related activities, including recruitment, performance management, and employee relations. The HR Manager ensures that MgtWell attracts, retains, and develops high-quality personnel.



Finance Manager: Responsible for managing the project's finances, including budgeting, financial reporting, and financial risk management. The Finance Manager ensures that the project is financially viable and that financial resources are used effectively.

Field Coordinator: Responsible for coordinating field activities, including logistics, field staff management, and liaising with local stakeholders. The Field Coordinator ensures that field operations run smoothly and efficiently.

Security Manager: Responsible for ensuring the safety and security of all project personnel and assets. The Security Manager develops and implements security policies and procedures, and responds to any security incidents.



Operations Manager: Responsible for managing the day-to-day operations of the project, including resource allocation, process management, and quality control. The Operations Manager ensures that the project operates efficiently and delivers high-quality results.

MgtWell ensures effective management of key personnel, thereby contributing to the overall success of the project. This approach will also help in ensuring the smooth operation of the project, which is crucial for achieving project objectives. This will ultimately lead to a more efficient and effective HR management process.

Section 04

CVs of Key Personnel



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