

**Terms of Reference (TOR)
for the Call for Proposals**

Empowering Community Based Organizations (CBOs) for Social Cohesion in West Anbar (Hadeetha, Anah, Rawa and Qaim), Salaheldin (Baiji and Toz Khormato).

Introduction/Background	2
Objective/Purpose.....	3
Scope of Services and Expected Results.....	3
Institutional/Management Arrangement.....	5
Duration, Location of Work and Target Beneficiaries	5
Scope of the Technical and Financial Proposal	6
Eligibility Criteria.....	6
Proposal Evaluation Criteria	7
Financial proposal	7
Financial Proposal Template	8
Technical Proposal	9
Project Planning Template	11

Introduction/Background

The overall objective of the Funding Facility for Stabilization (FFS) is to strengthen the process of Stabilization. Under Window 4 the aim is to create an environment that enables return for the displaced, empower women, men and youth groups by supporting activities that contribute to social cohesion, help resolve existing conflicts and mitigate any future tensions.

FFS has proposed that Window Four initiatives in red box areas will aim to:

- **Support peace initiatives at the community level and empower Community Based Organizations** by connecting them to the federal level. The aim is to lay the foundations for a medium to long-term reconciliation process that is accepted at all different levels.
- **Building capacity of Community Based and Community led Organizations.** Capacitate local actors to design and implement creative peace initiatives. Some examples would be activities involving theatre, art, poetry, folklore, digital storytelling and photography. The objective is to strengthen feelings of togetherness, mutual understanding and social cohesion within and among different cultures, religions, ethnicities and groups.
- **Promote activities that will engage women and youth groups** to work and communicate activities to build capacity for dialogue and relevant topics that will lay sustainable foundations for social cohesion.
- **To ensure a bottom-up approach small grants will be granted** to capacitate Community Based Organizations to start peace initiatives in line with the UNDP principles, while connecting these activities to the federal level.
- **Take into consideration gender specific needs** as part of the consultation and planning process, and where relevant, design dedicated activities.

Objective/Purpose

Through the proposed project, FFS aims to promote long-term stabilization and to consolidate stabilization gains by supporting community based social cohesion processes by targeting especially youth and women in red box areas West Anbar (Hadeetha, Anah, Rawa and Qaim), Salaheldin (Baiji and Toz Khormato).

Scope of Services and Expected Results

For this project, UNDP will focus on five different, but mutually enforcing, components:

- 1) **Empower CBOs: Encourage initiatives** that will contribute to feelings of togetherness, mutual understanding and social cohesion among and within different communities and groups. Lay the foundations for peace building at the community level.
- 2) **Capacity Building of CBOs** through skills training and by connecting community initiatives to the federal level.
- 3) **Providing small grants to CBO initiatives** to ensure a bottom-up approach that is effective and accepted at the community level.
- 4) **Build capacity of women and youth groups** to contribute in creative peace building activities;
- 5) **Support the design, implementation and management of skills training and income generating activities and/or courses** for identified women and youth groups.

Expected Outcome:

The aim is to create an environment where peace does not just mean the absence of violence but where foundations are put in place for sustainable peace, by building the capacities of communities to engage in on-going dialogue and non-violent means to mitigate any future tensions in targeted areas.

Output 1:

To have creative peace initiatives proposed at the community level that enhance a feeling of mutual understanding, togetherness within and among communities.

Minimum Activities:

- Organize an event where people from different communities can identify their needs, provide input and solutions for creative peace initiatives that will strengthen feelings of togetherness within and between different communities. Examples would be theatre play, art, poetry, folklore, digital storytelling, and photography.
- Develop a methodology on how creative peace initiatives can be developed and implemented and provide examples of initiatives that were useful in the past.

- Capacitate Community Based Organizations with skills trainings and facilitate dialogue sessions how to start creative peace initiatives then provide grants to pilot these initiatives that will appeal at the local level and can eventually run independently.
- Connect with local media platforms where relevant to advocate, inspire and inform different communities.

Output 2: Provide opportunities for peaceful skill development and income generation for women and youth groups through development of skills training programmes and work plans for translating these skills into long term income generating opportunities.

Minimum Activities:

- Identify and detail opportunities for skills development and income generation for women and youth groups, ensuring that those opportunities are diverse and that there can be opportunities for longer term income generation demonstrated based on the skills training provided;
- Following the development of a draft curriculum, organize one community consultation session* to present the proposed targeted skills and income generation activities to community members, including local government representations and representatives of other local community-based organizations (CBOs);
- Provide capacity support to CBOs, established women and youth groups on topics of Institutional development / Organizational Development for effectiveness and sustainability. Examples provide support on how to run the CBOS on topics such as membership, frequency/type of meetings with members, selection of officer holders, preparatory planning, record keeping, etc for transparency and sustainability of the group and interventions.
- Provide capacity support to community based civil society organizations (both at organization and substantive levels) establish their roles in communities as advocates and resources for peace, awareness raising, and peaceful coexistence at the community level.
- Develop a curriculum, including structure and content, for a series of skills development classes/workshop(s) to be delivered which will target women, boys and girls;
- Identify and detail any assets or infrastructure which are required to undertake the skills development classes;
- Organize and facilitate workshops of the above-mentioned curriculum over a six (6) month period with women, boys and girls including organization of schedule and venue of classes/workshops;
- Following the completion of the skills development classes, organize and facilitate an entrepreneurship mentorship platform providing women and youth groups access to advice on setting up CBOs and developing and managing their own businesses. The business plan should ensure sustainability, so that continuity can be ensured;

- Conduct a pre-and post-evaluation of each cycle of skills training/entrepreneurship mentorship platform, and formulate an analysis of the findings, to contribute to knowledge management of the project.
- *At least 40% of the participants of the community consultation are required to be female. Also a substantial number of youth groups should be included.*

Institutional/Management Arrangement

This project will be implemented under Window Four of the Funding Facility for Stabilization (FFS) (<http://www.iq.undp.org/content/iraq/en/home/ourwork/Stabilization.html>). The selected Organization will be required to assign a Focal Point who will work in overall coordination with, and report for all day to day requirements, directly to FFS staff. This focal point person should be named in the proposal as key personnel and copy of his/her CV should be annexed to the proposal.

Monitoring and Evaluation

The selected Organization will be required to have a result monitoring system in place, and process of documenting results, challenges/issues and mitigation measures, and lessons learnt as a minimum. UNDP will also undertake periodic program monitoring, and undertake financial spot-checks, as part of its quality assurance processes.

Additionally, periodic progress review meetings will mandatorily take place between the selected Organization and UNDP (and where relevant together with other Partners relevant to this Project). The timelines for such meetings will be agreed upon, after signing the Grant Agreement.

Reporting and Visibility:

The selected Organization will be required to submit:

- An inception report, including an updated Detailed Work Plan; within 15 days from signing the agreement, and the workplan is subject to UNDP approval.
- A Progress Report, which comprises Narrative and Financial Reports, on a monthly-basis to UNDP. (the report is due on the 5th day of each month), during the period of the Agreement;
- A Progress Report (Narrative and Financial) after completing the mid-point of the Agreement. Upon submission of this Report, a Progress Review meeting will also be held; and
- A Final Project Completion Report and Final Financial Report, within 1 month of completion of activities.

UNDP's visibility guidelines will apply to the project, and as a minimum apply to:

- Pictures, videos, press releases
- Success stories and case studies
- Any newsletters prepared by the Organization capturing progress of the project activities
- Project signboard, banners, t-shirts, posters, wall stickers and any other relevant visibility items such as training manuals and other training materials.

Reporting Templates will be provided at the point of signing the Grant Agreement. UNDP and donor related visibility Guidelines will be provided at the time of signing the Grant Agreement.

Duration, Location of Work and Target Beneficiaries

The implementation of the Project is expected to start from 18th of June 2019 till end of December 2019, with the target being to complete the activities within this period.

The work will focus on activities in West Anbar (Hadeetha, Anah, Rawa and Qaim), Salaheldin (Baiji and Toz Khormato).

Scope of the Technical and Financial Proposal

Both a Financial Proposal and a Technical Proposal must be submitted to UNDP (templates found below).

The overall Submission must be accompanied with the following minimum **supporting documentation**.

1. CVs (establishing competence and demonstrating qualifications/skills relevant to the TOR) of the technical, management and implementation support personnel proposed to work on the Project.
2. Profile of the community organization, including the mission of the organization and date of founding of the organization.
3. Profile of the proposed NGO Partners (if applicable).
4. Evidence of previous relevant experience that qualifies the organization to undertake this Project.

Eligibility Criteria

The applicant organizations must be non-profit non-governmental community-based organizations (NGOs).

If there is a staff member of UNDP, who has any relationship with the organization, as an owner or relative of the owner or member of the Board of Directors or part of their management team etc., this should be officially notified to UNDP prior to the start of the selection process.

It is an asset if the applicant organization has some elements of expertise and experience in the following areas:

- Proven *knowledge and understanding* of social cohesion issues in Iraq, with an emphasis on peace education and/or skills development. An emphasis on these topics in relation to women's empowerment and skills development would be an asset.
- Proven experience in developing and initiating creative peace initiatives at the community level.
- Proven *expertise and experience* in developing and working on conflict sensitivity and gender programming, with experience in reducing violence, re-establishing peace, and enhancing collaborative relations among different groups in the red box areas mentioned above.
- Proven *technical expertise and experience* in the design, implementation, and management of evidence and needs-based *social cohesion interventions*, which are conflict and gender sensitive and emphasize on empowering youth groups in conflict resolution initiatives.

- Proven *technical expertise and experience* in the design, implementation, and management of evidence and needs-based identification of *income generation activities and skills training*, particularly those targeted at women.
- Proven *technical expertise and experience* in the design, implementation, and management of entrepreneurship mentoring sessions, particularly targeted at women.
- Proven organizational management expertise, including on administration, finance, human resources, procurement and operations.
- Proven experience in monitoring and evaluating of projects.

Proposal Evaluation Criteria

UNDP will conduct a fair and transparent process to select successful organizations. Below is the scoring that will be used to rank the proposals:

Technical Evaluation Scoring:

Categories	Score Weight
1.Expertise and Experience of the Organization	40%
2.Proposed Methodology, Approach and Implementation Plan	50%
3.Management and Personnel	10%
Total	100%

Financial proposal

The Financial Proposal must provide a detailed cost breakdown for the achievement of each output and activity. Project Management and indirect costs must be reflected separately, and not exceed a total of 10% of the total budget.

The cost breakdown will be used to determine the value for money against each unit cost, as well as the calculation of price in the event both parties have agreed to add new deliverables to the scope of Services. The Financial Proposal Template provided is to guide the applicant, and not to restrict the applicant.

The financial assessment will review the efficient utilization of budget as follows:

- a) Output-based and activity budgeting (capturing all relevant Budget Categories);
- b) Financial Contribution/cost sharing contribution to implementation of the Project from the Organization
- c) Value for money on the cost of implementation;
- d) Operations and Administrative/indirect costs (not exceeding 10%) reflected separately

Financial Proposal Template

Budget (put to Excel)

Output	Planned Activities ¹	Unit Price (USD)	Number of Units	Total Amount (USD)	Budget
Output 1:					
Sub-Total Output 1					
Output 2:					
Sub-Total Output 2					
Output 3					
Sub-Total Output 3					
Output 4					
Sub-Total Output 4					
Project Management- maximum 10% of total budget (e.g., relevant staff, M&E, reporting, logistics, office premises rent, utilities, etc.).					
TOTAL BUDGET					

¹ **Ensure consistent reference to the description of the activities across entire Proposal submission.**

**Outputs and Planned Activities should match those reflected in the Results Framework.*

**Project Management should include direct Project Management costs and Overhead costs, in keeping with the thresholds noted in the CFP.*

**Proposals amounts should range from a minimum of USD450,000 to 500,000 for direct interventions in multiple communities/ activities or geographical areas as stated in the ToR.*

Technical Proposal

The technical proposal should be written in English along with all annexes and should give an outline of the goals of the project and the activities that will be undertaken. The proposal can follow the different sections below:

SECTION 1: Basic Information

Project Title	
Expected Output(s)	
Target Direct Beneficiary Categories and Number	
Implementation period	
Implementation locations	
Organization Name	
Contact Information	(Name and Title) (Address) (E-mail Address) (Phone Number)
Legal Registration Details and Year of Establishment	

SECTION 2: Approach and Implementation Plan

2.1 Context and Problem Analysis:

Describe the situation, highlighting needs and challenges on the relevant focused areas and provide brief description of emerging opportunities and key objectives. Ensure relevant gender and environmental analysis as required for the work defined in the Terms of Reference is included.

2.2 Justification:

Provide an analysis from the perspective of the Organization of why it is important to implement the proposed project.

2.3 Project Design and Methodology (see project design template below):

Provide a detailed description of the methodologies and approaches that the organization proposes to adopt or utilize in order to achieve the scope of work in the Terms of Reference, keeping in mind the appropriateness to local conditions and project environment including accountability to communities, gender equality and women's empowerment, value for money, capacity building of national institutions as well as environmental and social impact.

Please ensure that explanations are provided as to whether any work will be sub-contracted (to whom, what % of work, the rationale for sub-contracting, and the proposed role to be assigned). Draw linkages as relevant to the Partnership section of this template as well.

2.4 Target Beneficiaries:

Describe the populations targeted and principles for identifying the target groups or beneficiaries. Ensure gender and other key considerations are referred to. (reference to baseline information such as the needs assessment conducted, if any, will be useful).

2.5 Expected Project Outcomes, Outputs and Planned Activities (see project design template below):

State the expected outputs and outcomes the project aims to achieve and describe activities corresponding to each output.

2.6 Technical Quality Assurance/Review Mechanisms:

Provide details of the Proposer’s internal technical and quality assurance review mechanisms.

2.7 Monitoring & Evaluation (M&E), Reporting and Knowledge Management:

Describe how the organization will conduct M&E, manage knowledge generated by the Project and ensure quality reporting to UNDP (and partners where relevant), including a reporting schedule. Please ensure reference to the relevant technical capacities required for this are also detailed. M&E plan is mandatory as part of the submission.

2.7 Communications and Visibility:

Describe how the organization will conduct communications and visibility actions, including ensuring alignment with the UNDP Guidelines on Visibility.

2.8 Partnerships:

Explain any partnerships with local, international or other organizations that are planned for the implementation of the project. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team. Letters of commitment from partners and an indication of whether some or all have successfully worked together on other previous projects is encouraged.

2.9 Risk analysis:

Indicate the possible risks in relation to project implementation and suggested countermeasures in the table below. Likelihood and Effect/Impact of the risk can be scaled High, Medium and Low

Description of the Risk	Likelihood of risk occurring (High, Medium or Low)	Level (High, Medium or Low) and Type Impact on the Achievement of Results	Risk Mitigation Measures

2.10 Other:

Provide any other relevant information regarding the submission that the organization wishes to share.

Project Planning Template

Expected Outputs	Planned Activities ²	Time Frame (Months)					
		1	2	3	4	5	6
Output 1	Activity 1-1:						
	Activity 1-2:						
Output 2							
Output 3							
Project Management (e.g., recruitment of staff, M&E, reporting etc).							

² Ensure consistent reference to the description of the activities across entire Proposal submission.