TECHNICAL EVALUATION CRITERIA

S	ection 1: Organization's qualification, capacity and experience (250 points)	Points Obtainable
1.1	 Overall organizational capability which has a direct impact upon implementation of the Project (includes management structure and management arrangement, capacity, and reporting lines) Clarity of the structure of arrangement in organizational structure - 25 Points Operational capacity in handling similar/complex projects, including ability to conduct field-based activities in the target locations referred to in the TOR - 20 points The Organization's financial management capacities, including Audited Financial Statement for the past 5 years: [2013-2014-2015-2016-2017]. The proposer/bidder with completed certified Audited Financial Statement for 2018 can also submit the report which will be considered for evaluation - 15 points The Organization's quality assurance processes and standards – 25 points 	85
1.2	Proven (minimum 2 years) technical expertise and experience in the design, implementation, and management of evidence and needs-based livelihoods interventions in Iraq (which are conflict and gender sensitive); includes experience in gender mainstreaming, monitoring and evaluation, reporting/knowledge management capacities and system 2-5 years: 20 points	20
1.3	Proven (minimum 2 years) technical <i>expertise and experience</i> in implementing Cash-for- Work either as an NGO or consortium of NGO based programming in the semi- emergency, post-conflict context 2-5 years: 25 points 6-10 years: 35 points 10 or more: 45 points	45
1.4	Proven expertise in working with IDPs, returnee and host populations Based on the number of projects implemented before this intervention- Each project 5 points up to a maximum of 60 points	60
1.5	Minimum 2 years' experience working either as an NGO or consortium of NGOs in Iraq, current operational presence in Iraq and capacity to network extensively with the Government, with a specific focus on Ninewa Governorate and local stakeholders.	30
1.6	Previous work undertaken with UN Agencies and/or international organizations (List of projects, locations, value of each project, number of beneficiaries served) (Each previous experience 5 points, upto a maximum of 10 points)	10
		250

Section 2: Proposed Methodology, Approach and Workplan 350 points)		Points Obtainable
2.1	 Clarity and relevance of the proposed methodology, to the local context and to achieve the Deliverables of the TOR a) Clarity of the situation and problem analysis, and the justification. Evidence based analysis is essential. (25points) 	120

	b) Clarity of the proposed approach to achieve the Outputs detailed in the TOR. UNDP	
	programming principles of rights-based approaches to programming and do no harm, being applied. (20 points)	
	c) Creativity/innovation presented in the overall methodology, and how inter-linkages	
	are created between activities (20 points) d) Gender mainstreamed across the proposal. This includes identifying the differentiated	
	needs of women and men, addressing unequal power relations and specifying how women will be empowered through the project (15 points)	
	e) Environmental considerations mainstreamed across the proposal (10 points)	
	f) Exit/transition strategy (10 points)	
	g) Clarity and level of detail of risk analysis with robust mitigation measures (20 points)	
	Realistic and complete work plan which reflects clear and comprehensive understanding	
2.2	of the scope of work in the TOR. Detailed activity list with time-frames must be provided.	30
	(Minimum 5 points, up to a maximum of 30 points)	
	Quality of the <i>monitoring and evaluation and reporting system</i> proposed a) Results Framework provided – completeness with indicators (for each level),	
	baselines and targets; suitability and clarity of SMART indicators which measure	
	results both quantitatively and qualitatively (35 points)	
2.4	b) Clarity of the Results Monitoring System and Plan (including data management	80
	and methodologies for assessing change (20 points)	
	Monitoring and Evaluation Plan must be provided.	
	c) Clarity of the approach and plan for reporting, communications and visibility (25	
	points)	
	Clarity on;	
	a) the division of roles and responsibilities/division of labour among the Project Key	
	Staff positions, and any other proposed support positions. Include description of	
	how the work of the team will come together as part of the overall assignment	
	(55 points)	
2.5	b) the quality assurance process that will be in place for this assignment	75
	(For examples, technical quality assurance of activity design and implementation,	
	mainly in livelihoods programming; reporting and taking timely corrective	
	measures on the recommendations; set up checks and balances in every stage of	
	the project implementation; ensuring that projects are having strong results	
	focused.) 20 points	
	a) Effectiveness of partnerships, as part of the project strategy, including: proof of	
	partnership with local grassroots Civil Society Organization(s) or other CSOs or	
2.6	other stakeholders and relevant government institutions, as part of the	45
	implementation strategy (35 points)	
	 b) Clarity about the division of roles and responsibilities between project partners (10 points) 	
	(10 points)	250
	Total	350

Form 3

Management Structure and Key Personnel					
3.1	Project Manager/ Livelihoods Team Leader		200	200	
			Sub-Score		
			195		
	General Qualification	25			
	Relevant Academic Background (Bachelor's in business administration, Socio-economic development or equivalent.				
	- Minimum of four (04) years in position as Livelihoods project manager. Must have handled/managed at least one (01) project of similar nature and complexity in the past.	80			
	Skills: Coordination; Harmonization; Strong Team Leadership; Interpersonal, Project Management, Communication, agility.	20			
	-Minimum of five (05) years Livelihoods field Experience in the area of specialization (technical/vocational training or equivalent). Experience in livelihood streams such as businesses restoration and provision of businesses grants and any relevant field for livelihoods improvement. -Regional experience is an added advantage.	70			
	- Language: Both English and Arabic		5		
3.2	Monitoring and Evaluation Specialist		50	50	
			Sub-Score		
			45		
	General Qualification	10			
	Minimum Bachelor's degree in Statistics, Demographics, Public Policy, International Development, Economics, or equivalent.				
	- Minimum of three (03) years' experience in a similar M&E position responsible for implementing M&E activities of international development projects.	5			
	-Proven success in designing, implementing, and operating project M&E systems from project initiation to closeout stages.				

Technical Proposal Evaluation			Points Obtainable	
Form 3				
	Skills: -Demonstrated Experience in data quality assessments and oversight. -Communication and project management skills. -Experience in M&E Tools usage, development and reporting.	10		
	-Minimum three (03) years professional experience in the region conducting strategic planning and performance measurement systems, including indicator selection, target setting, reporting, database management, and developing M&E and/performance monitoring plans.	20		
	- Language: Both English and Arabic		5	
			50	
				1
3.3	Business Trainer/Mentor		100	100
			Sub-Score	
			95	
	General Qualification Minimum: Relevant academic background (BSc degree in Business, Finance, Accounting or Economic. Professional qualification as ACCA/CPA is considered a plus	20		
	- Skills: A coach; Mentor; Strong Team Leadership; Interpersonal,	10		
	Minimum five (05) years similar experience in rapid market assessments and mapping small businesses to distribution of business grants or equivalent.	45		
	relevant experience working with host Governments, Government personnel and national NGOs is highly desirable. Working knowledge in International Financial Management for Small/Medium Enterprises (IFRS), Communication, agility, experience in people management and reporting.			
	- Minimum three (3) years of professional experience in the area of specialization. At least two (2) projects handled similar in complexity and nature demonstrating improvement/ideas development for upgrading the micro businesses. Working knowledge in preparation of financial	20		
	statements for SMEs is desirable.			

Technical Proposal Evaluation			Points		
Form 3			Obtainable		
	100				
			100		
3.4	Operational support staff (Administration, Logistics an Procurement etc.)	ıd	50	50	
			Sub-Score		
			45		
	- General Qualification	10			
	Relevant Academic Background (Minimum Bachelor's degree in business administration, accounting, Economics or equivalent) with procurement professional certification.				
	-Skills: Three (03) Working knowledge in procurement processes and systems. Ability to negotiate, establish, and administer contracts; Accurate and precise attention to detail, goal-oriented, organized team player. Ability to developed solicitation documents and conduct evaluations.	20			
	-Minimum three (03) professional experience in the area of specialization (procurement/logistics/Supply Chain management) Proficient computer skills, including Microsoft Office Suite (Word, PowerPoint, Outlook, and Excel),	15			
	- Language: Both English and Arabic	L	5		
			50	400	