

CFP-093/21
Call For Proposal

Beneficiaries Selection, Capacity Building and Baseline Assessment

Ninawa, Kirkuk, Salah al-Din, Diyala and Anbar



*Empowered lives.
Resilient nations.*

1. Introduction/Background

The 2018 Iraq Damage and Needs Assessment, led by the Ministry of Planning with support from the World Bank, estimated that post-ISIL reconstruction would take at least 10 years and cost over US\$88.2 billion¹. Some progress has been made since then, although not at the level that is required for immediate transition to sustainable development. The situation in Iraq is still unstable and people are experiencing difficulties in their sustainable livelihoods especially in former conflict areas. The country is still suffering from the serious consequences of ISIS coupled with political instability manifested by demonstrations demanding for employment and basic services adding to this, the impact of COVID-19 that resulted in movement restrictions and measures imposed that contributed in suspension of economic activities, layoffs, delays in salary payment and other. In such situations, individuals, especially the vulnerable try to cope by selling off their financial, physical capitals or trading off other capitals to meet the basic needs. However, depletion of the capitals affects their resilience and long-term livelihoods.

The already volatile livelihoods of many communities in Iraq, in particular, those in the liberated governorates—returnees, IDPs, and those who remained throughout the conflict—are faced with additional challenges and increased insecurity: they are preparing or have just returned to regain normalcy in their lives, while reconciling and reintegrating into their communities of return. Without viable means of livelihood and representation in local communities, their return will not be durable. It is critical that they build a sense of belonging, by socio-economically contributing to their communities.

Women comprise half of the total population and head one in ten of Iraqi households, and it is reported that about 80% of the female household heads are widows². Already, only 16 percent of the women participate in labour market, and the gender gap in employment and food security is expected to have increased further due to the recent crises. The COVID-19 health crisis increases the plight of women in Iraq, who take on most of the unpaid care and domestic work³. Gender-based inequalities are particularly increasing during this crisis, and women's security and safety are increasingly at risk if no sustained proactive measures are put in place. Violence against women and girls has been consistently prevalent in Iraq in the last few decades while socio-cultural norms also limit the participation of women in their community, including in decision-making processes of importance to the community⁴.

Iraq's youth, who are at the forefront of the ongoing protests, are especially marginalized. The official unemployment rate among youth was estimated at 16.6 percent, which is already more than double the total unemployment rate of 7.9 percent, even before the recent financial and COVID-19 crises⁵. Their call for jobs and equal opportunities would be hard to meet, as the already strained public resources and services struggle to respond to ongoing crises. In particular those in the liberated governorates—returnees, IDPs, and those who remained throughout the conflict—are faced with additional challenges and increased insecurity, without viable means of livelihood and representation in local communities, their return will not be durable. It is critical that they build a sense of belonging, by socio-economically contributing to their communities.

1. Project Description:

UNDP will adopt the sustainable livelihoods approach (SLA), while applying an inclusive step-by-step pathway to support the most vulnerable and marginalized men and women through providing access to sustainable self-reliance opportunities and constructive engagement in responding to the immediate needs and challenges of their local communities. This would gradually rebuild sustainable livelihood systems and implement strategies that are essential to generate income and support local economic recovery.

This project is part of an integrated response of UNDP Iraq to sustain livelihoods and revitalize economies in conflict and post-conflict settings by: (1) supporting the vulnerable population to recover from the economic shock of COVID-19 crisis, and (2) improving income security, productivity of the selected sectors and socio-economic inclusion of the most vulnerable segments of the population, under the overall objective of contributing to economic diversification and growth.

This project is designed to provide immediate livelihoods support through Women Headed Household - Cash Grants for the women-headed households and cash-for-work opportunities⁶ for those hardest hit by the ongoing COVID-19 and ensuing economic shock. Such cash assistance is designed to ensure that the most vulnerable do not have to deplete all their capitals and that they do not fall below the poverty line during and after COVID-19, not to be marginalized further, which is also crucial for the long-term economic stability and growth of the target areas.

Crosscutting approaches that will be mainstreamed across all activities under this Project are: (1) gender mainstreaming and human rights-based approach, (2) conflict-sensitive approach, and (3) participatory, community-based approach. From the needs assessment to activities' design, implementation and evaluation, individuals' needs and opportunities for empowerment will be considered, to ensure inclusive programming, for instance, by designing Gendered integrated Cash for Work projects or creating safe spaces and immediate feedback mechanism for protection concerns [*gender mainstreaming and human rights-based approach*]. Do-no-harm is the key principle in designing and implementing UNDP project. Foremost, this is implemented by setting clear beneficiary eligibility and selection criteria as coordinated and aligned with the Emergency Livelihoods Cluster⁷, Cash Working Group and other relevant partners within Iraq.

2. Scope

UNDP is looking to recruit a service provider that will have the responsibility to conduct community outreach, identify and select project beneficiaries that will benefit from the immediate support under the **Cash for Work** only. This service provider will be also responsible of providing 5 day-training to the; **Cash for Work** and **Women Headed Household - Cash Grants**. beneficiaries to contribute for the improvement of their personal skills, including work readiness skills, critical thinking and problem-solving techniques, financial literacy, awareness raising on prevention and protection of gender-based violence, sexual harassment and Health, Safety and Security within the work environment including all the preventions related to COVID-19.

- A. **Geographical coverage:** 5 governorates: Ninawa, Kirkuk, Salah al-Din, Diyala and Anbar
 - **A detailed list of location and number of beneficiaries per location is attached in Annex 1**
- B. **Timeline:**

The project activities should be implemented within **16 weeks**, Saturday Inclusive as working day.

 - **Where the activities of Output 1 need to be completed within 6 weeks.**
- C. **Targeted beneficiaries:** Returnees, IDPs, and community members of the five governorates, with a focus on women and youth

D. Number of Beneficiaries: 3510 Beneficiaries

- Cash for Work Beneficiaries: 1,851 Beneficiaries
- Cash Grants for Women-Headed Households: 1,650 Beneficiaries that will benefit only from training since identified by UNDP.

Please refer to Annex 1 attached: for beneficiaries' distribution per each geographical area for proper planning.

E. Beneficiaries Definition:

The service provider will develop eligibility and selection criteria for the cash for work beneficiaries in close consultations with UNDP livelihoods team. The development of the eligibility and selection criteria should be based on the following factors:

- Unemployment status.
- Living in the targeted area.
- Currently not benefiting from similar projects.
- Affected by COVID-19 socio-economic impact.
- Vulnerability situation (level of household income, household size, women-headed household, people with disability, household whose dwelling is rented) are prioritized.
- SGBV survivors.
- Youth age group (18 – 29) and women will be prioritized.

The project activities should take into consideration the COVID-19 requirements and protection measures. The service provider should provide the necessary PPE for protection from COVID-19. Emergency Livelihoods Cluster Response⁸ (Technical Guidance, Key Messages, Tools & Resources) when it comes to recommendations around training, Women Headed Household - Cash Grants.

3. The overall outputs and key activities of this project are:

Output 1: Beneficiaries selection for Cash for Work (Within 6 weeks from contract signature)

Activity 1.1: Develop a **conflict-sensitive community outreach and beneficiary selection plan** for each specified location that include clear eligibility and selection criteria, beneficiary's selection methodology, scoring approach, tools for beneficiaries' outreach and registration with clear segregation by gender and age group. The plan should be gender-sensitive, as well where women participation should be encouraged, specifically under the cash for work intervention.

The community outreach and beneficiary selection plan should apply inclusive and transparent approach. It should include activities to inform people in the targeted areas about the opportunity to participate in the project activities, its objective, how they can apply to benefit from this project, and eligibility and selection criteria. Community outreach could encompass for example community meetings, Mukhtar, community leaders, municipalities, Ministry of Labor and Social Affairs, local state, and non-state actors, and social media channels. The selection criteria with a scoring approach for beneficiaries targeting and the needed tools must be developed and presented to UNDP for approval taking into consideration the Emergency Livelihoods Cluster guidelines, Cash Working Group, national guidelines, and the immediate livelihoods interventions priorities. Before finalizing these criteria, the service provider should consult the local community representatives and actors, including community representatives, CBOs, youth, and women organizations to capture their views and inputs.

Activity 1.2: Develop, distribute, and collect **application**, which should be developed per each immediate livelihood intervention (i.e. cash for work) in close consultations with UNDP Livelihoods Team. The application form will identify the interested people who meet the eligibility and selection criteria. The application form should be

also annexed with the agreement that will be signed by the selected beneficiaries; the agreement should inform the obligations and rights for the beneficiaries.

The service provider should provide accessible avenues and platforms for distributing and collecting applications; they could be online, as well.

Activity 1.3: Apply eligibility and selection criteria and a clear evaluation and scoring system to **short list the applicants** in order to ensure selecting the most vulnerable, poor, and eligible beneficiaries of IDPs, returnees, and community members, with special focus on youth and women. The short list should consider an additional 10% reserved number from the initial target.

The data collection about each applicant will be done through the application itself. It will include questions that will inform answers to these required criteria. Additional verification will also take place through door-to-door visits to selected beneficiaries, crosschecking if the information provided is accurate and responds to the selection criteria.

The beneficiary's selection approach will be based on socio-economic vulnerability criteria with a clear scoring system to prioritize the most vulnerable eligible beneficiaries.

The service provider should share with UNDP livelihoods team the list of beneficiaries; i) list of all applicants per and ii) list of the selected beneficiaries who satisfied the selection and eligibility criteria.

Activity 1.4: A verification process is needed for the selected beneficiaries to ensure that the information provided are accurate. The method and the size of each verification sample should be agreed on with UNDP before implementation.

The firm should also ensure that all beneficiaries do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999) that can be accessed via [Sanctions | United Nations Security Council](#). Another verification needs to be done in coordination with UNDP to ensure the beneficiary did not already benefited from similar UNDP interventions.

Output 2: Beneficiaries capacity building- Short Work Readiness and personal skills development

Activity 2.1: The service provider must develop and conduct a 5-day tailored training for all the selected beneficiaries under the immediate livelihoods interventions (i.e. the cash for work beneficiaries and cash grants for women-headed household beneficiaries) to contribute for the improvement of their personal skills, including work readiness skills, critical thinking and problem-solving techniques, financial literacy, awareness raising on prevention and protection of gender-based violence, sexual harassment and Health, Safety and Security within the work environment including all the preventions related to COVID-19.

The training materials, venue, timing, and trainers resume must be shared with UNDP for prior approval.

Activity 2.2: Rolling out the life skills training, jobs orientation and awareness raising session over a 5-day period. During the training period each participant will get an amount of \$20USD per each training day as a stipend to cover transportation and food cost, except for the women headed household that will receive the stipend part of the cash grant that will be released through a contractor recruited by UNDP. The bidder is expected to factor the cost of stipend for 1,851 cash for work beneficiaries. Being enrolled into the capacity building training is a requirement to benefit from the immediate livelihoods' intervention: cash for work or Women Headed Household - Cash Grants.

The service provider should conduct pre- and post-training assessment to capture the improvement in the level of knowledge that beneficiaries acquire through the training.

Output 3: Baseline assessment and socio-economic profiling is conducted for all selected beneficiaries.

Activity 3.1: Design and implement appropriate instruments(s) (e.g. questionnaires and surveys) to collect the necessary data, such as demographic and socio-economic data about beneficiary, household conditions (income,

source of income, coping strategies) among other data points for the baseline assessment and socio-economic profiling, in close consultations with UNDP livelihoods team.

Activity 3.2: analyze the data collected and produce a baseline assessment and socio-economic profiling report.

Activity 3.2: analyze the data collected and produce a baseline assessment and socio-economic profiling report.

4. Governance and accountability

(1) Institutional arrangement

The selected service provider should assign a focal point for overall coordination with, and regular reporting and coordination with UNDP-BREP Programme Manager and Livelihoods Team.

As part of the agreement:

UNDP will provide:

- Technical advisory support to the selected organization
- Provide quality assurance and work with the selected service provider to find solutions to possible challenges/issues
- Undertake monitoring visits to target locations to assess the progress of implementation, attendance of beneficiaries, ensure quality implementation of planned activities, etc.
- Provide Reporting Templates, Visibility Guidelines and other necessary documents upon signing of agreement.

The selected service provider will ensure:

- Availability of required technical and management expertise to implement the project, and ensure quality control systems
- Timely completion of activities and reporting requirements as per the deliverables and payment schedule
- Timely communication of issues potentially affecting project implementation, and consultation with UNDP (among others, *it is noted that the selected service provider has the duty to notify UNDP in advance and seek the approval, for budget variance exceeding 20% of the original amount allocated per budget item*)
- Project-relevant data and documentation, such as beneficiary information, payment requests, receipts, vouchers, invoices, attendance sheets, monitoring reports, pictures, video clips, and progress and final reports are properly managed, to protect privacy and in compliance with data protection principles
- Close coordination with stakeholders in target locations, working on livelihood programming to ensure synergies are developed, while avoiding overlaps
- Equipment and assets procured under this project with the UNDP funds are properly maintained and administered in line with the UNDP Rules and Regulations
- Ensure properly the safety and security of staff working for the organization under this project
- Ensure properly the safety and security of the beneficiaries participating in planned activities

(2) Monitoring and Evaluation

The selected service provider will be required to have a stringent result monitoring system and process to keep track of project progress and results, maintain risks log with mitigation measures, and document challenges and lessons learnt. UNDP will also undertake periodic programmatic monitoring and financial spot-checks, as part of its quality assurance process.

Progress review meetings will take place between the selected organization and UNDP, as per payment schedule but also on occasion when both parties agree that there is a need for an ad hoc review.

(3) Reporting and Visibility

The selected service provider will be required to report for UNDP livelihoods focal points and submit:

- An inception report, including the details and supporting documents elaborated in the table of deliverables.

- Eligibility and Beneficiary Selection Criteria for livelihood intervention (i.e. cash for work)
- Complete lists of beneficiaries with information to verify their identity, such as names, ID numbers, address and/or telephone contacts
- A monthly narrative and financial progress report
- Progress review meetings and final project review meeting
- Final reports with all relevant supporting documents as elaborated in the table of deliverables.

UNDP's visibility guidelines will apply to all relevant materials developed and published under this project, including:

- Pictures, videos, press releases
- Publication of assessments, studies, reports, 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.

(4) Partners

The selected service provider may be required to coordinate with the relevant government authorities and other partners as per UNDP's partnership and programme strategy under the overarching programme/pillar. Such partners may include the Ministry of Labor and Social Affairs, Governorate, Municipalities and others.

Transition to Other Implementing Partners:

The service provider is expected to work with UNDP to ensure smooth and timely transition of the selected beneficiaries over different cohort of beneficiaries, who should have completed the capacity building training courses, to other implementing contractors such contractor of cash for work or contractor of financial service provision which will be identified by UNDP to implement the immediate livelihoods interventions (i.e. cash for work activities and gash grants for women-headed households beneficiaries). The selected contractors will be communicated with the service provider in due course.

2. Deliverables and Estimated Payment Schedule

1. Deliverables and payment schedule:

Milestone activities	Deliverable	Target due date	Payment terms
Submission of Inception Report	Satisfactory inception report, including at least Online and/or Offline Community Outreach Plan and Tools, and Beneficiary Selection Methodology, Criteria, and Tools, Application Form, List of stakeholders per each targeted area, a detailed implementation plan with clear milestones and timeline, and Visibility and Communication Plan	Two (2) weeks from the contract signature	First tranche (20%)
Completion of Community outreach & beneficiary identification and selection	Satisfactory progress report on completing community outreach and beneficiary selection, including list of all applicants with demographic and socio-economic information per each livelihood intervention, list of selected beneficiaries with demographic information per each livelihood intervention, copy of signed agreements annexed to the applications, evidences on conducting participatory and inclusive community outreach (e.g. list of local representatives approached, minutes of the meetings, photos for community outreach activities etc.	Six (6) weeks from the contract signature	Second tranche (30%)
Completion of Capacity Building Training	Satisfactory progress report on completing the capacity building training, including the pre and post training	Fourteen (14) weeks from signing the contract.	Third tranche (30%)

	assessment results, topics covered, training hours per each topic, photos for the training sessions.		
Completion of Baseline assessment	Satisfactory completion and submission of the baseline assessment, including the data collection instruments.		
Closure/final reporting	Satisfactory closure report and approval from UNDP, including all the supporting documents.	Sixteen (16) weeks from the contract signature	Fourth tranche (20%)

Payment of each invoice, except the first one, should provide a proof of spending 80% of the amount received so far from UNDP before approving the upcoming payment. Such payments shall be subject to any specific conditions for reimbursement contained in the Breakdown of Costs.

5. Qualifications and selection criteria

(1) Technical proposal

The Technical Proposal must be submitted using the provided template and following minimum guidelines. The submission package should include the following minimum supporting documents.

- A cover letter explaining why the applicant organization considers itself the most suitable candidate for the work.
- Copy of the Organization's Registration in the Kurdistan Region and the Federal Government of Iraq.
- Organizational Profile, including description of management, operational and financial capacities.
- Description of past experience in similar projects and at least 3 references from organization's project implementation history. Include a sample list of relevant past projects.
- CVs for the proposed Key Staff Positions, including references
- Profile of any additional partners to be engaged in the project.
- Technical and Financial Proposal, covering Context Analysis (evidence-based), Project Methodology, Results Framework, Risk Management Plan, Monitoring Plan, Visibility Plan and Budget etc.

3. Scope of the Technical and Financial Proposal

The Technical Proposal must be submitted in keeping with the Template provided in Annex A, and the Financial Proposal must be submitted in keeping with the Template provided in Annex B. The overall Submission must be accompanied with the following minimum **supporting documentation**.

1. Copy of Registration with the Federal Government of Iraq and preferably with the Kurdish Regional Government
2. 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
3. Annual certified financial report and Audit Report undertaken during the last 2 years.
4. Profile of the proposed NGO Partners (if applicable).
5. Evidence of the Organization's Regulations/Policies and Procedures, manuals with regards to human resources and financial management, procurement and contracting and administration.
6. Evidence of previous relevant experience that qualifies the organization to undertake this Project.
7. Due to the spread of COVID-19 the organization should take all necessary actions and safeguarding procedures required to protect staff and beneficiaries against the virus.

(2) Financial proposal

The Financial Proposal must provide a detailed cost breakdown per each output-activity. **Project Management costs should not exceed 18% of the total project cost. Please refer to budget template attached to know the breakdown of the project management.**

The cost breakdown will be used to determine the value-for-money, as well as the calculation of price to add any new mutually agreed deliverables to the scope of services. The Financial Proposal template provided is to guide the applicant and not to restrict the applicant. Budget in excel format should be submitted.

(3) Eligibility

UNDP seeks to recruit a national or an international non-profit, non-governmental organization (NGO) or private firm as an Organization meeting the following criteria:

- Valid registration with the Federal Government of Iraq and the Kurdistan Regional Government of Iraq.
- Physical presence in Iraq for at least 2 years.
- Yearly budget of the organization is Above 700,000 USD the last five years.

Selection Criteria:

- Operational presence in Ninawa, Kirkuk, Salah al-Din, Diyala and Anbar.
- Experience in implementing livelihoods projects in Iraq.
- Experience in the management of cash for work .
- Proven financial capacity to deliver large scale projects. Must have implemented at least two livelihoods projects cash for work
- Previous experience of managing projects funded by UN or international organizations.

(4) Key personnel positions

- a. Project Manager – Team Leader (1 position)
- b. Livelihoods Expert (1 position)
- c. Field Coordinators (5 positions, one per each targeted governorate)
- d. Finance and Procurement officer (1 position)

All key staff positions are required to have the following competencies, in addition to the qualification detailed in the Annex I—Technical Evaluation criteria:

- Display cultural, gender, religion, race, nationality, and age sensitivity and adaptability
- Treats all people fairly and with impartiality.
- Good communication skills including the ability to write concise and analytical reports in English;
- Ability to work under pressure and meet deadlines.
- Flexible and responsive to changes and unexpected demands;
- Ability to work with people from different backgrounds to deliver quality products within a short timeframe; and
- Client-oriented and open to feedback.

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 at the outset by the applicant organization.

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of the Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	30%	300
3	Management Structure and Key Personnel	40%	400
Total			1000

1. The expertise of the Firm/Service Provider			Points Obtainable
1.1	Profile of the firm/organization in details		75
1.2	General firm/service provider capability which is likely to affect implementation:		100
	Relevant past reference projects.	10	
	Age/size of the firm/organization.	20	
	Experience in designing and implementing similar assignments (community outreach, beneficiaries' selection, capacity building, and conducting baseline and socio-economic profiling).	55	
	Experience in providing similar assignments to other UN and/or (I)NGOs.	15	
1.3	Quality assurance procedures		75
1.4	Management Structure of the firm/service provider. Please submit the Organogram of the organization		50
Sub-Total			300

1. Proposed Methodology and Approach			Points Obtainable
Context			80
To what degree does the Proposer understand the overall tasks and objectives of each output elaborated above?		80	
Methodology			120
To what degree does the Proposer's methodology to delivery of the project meet the suggested activities and the requirements per activity?		30	
Have the important aspects of the task been addressed in sufficient detail?		30	
To what degree the proposed activities are demonstrating evidence base approaches for change and proposing a solid M&E plan		30	
How much the activities align with human rights-based approach? Taking into consideration gender and people with special needs?		30	
Planning			100
Is the scope of the task well defined and does it correspond to the TOR?		50	
Is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project?		50	
Total Part 2			300

2. Management Structure and Key Personnel (s)			Points Obtainable
3.1	Project Manager – Team Leader		100
	- At least Bachelor's degree, preferably in business administration, social work, economics, social sciences, development studies or other related field	20	
	- At least 5 years' experience in planning, management, and coordination of projects activities.	40	
	- Experience in implementing projects related to livelihoods: cash for work and Women Headed Household - Cash Grants.	40	
3.2	Technical Expertise – Livelihoods Expert		100
	- At least Bachelor's degree, preferably in business administration, social work, economics, social sciences, development studies or other related field.	20	
	- 5 years' experience in livelihoods projects involving youth and women's such in cash for work, capacity building training, and baseline assessment.	50	
	- Experience in monitoring, evaluation and reporting.	30	
3.4	Field Coordinator (5 positions) ⁹		150
	At least Bachelor's degree in social and or community work, business administration, economics, development studies, social sciences, other related field	20	
	5 years' experience in engaging with youth and women livelihoods beneficiaries, including community outreach and beneficiaries selection, facilitation of conducting training programmes and baseline assessment.	80	
	Experience in conducting field coordination, following up implementation of livelihoods-related projects.	50	
3.5	Finance and Procurement officer		50
	At least Bachelor degree, preferably in in finance, accounting, or a related field	20	
	Minimum three years of experience in project financial management and accounting	30	
Total Part 3			300

1. SELECTION PROCESS

UNDP will review the proposals through a five-step process: (i) determination of eligibility; (ii) technical review of eligible proposals; (iii) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the evaluation criteria and methodology to identify highest ranking proposal; (iv) round of clarification (if necessary) with the highest scored proposal; and (v) **Responsible Party Agreement (RPA) signature**.

2. SUBMISSION PROCESS

Applicants shall bear all costs related to proposal preparation and submission.

Applicants must submit their proposals in the form of the template attached (Annex A- Technical Proposal Template and Annex B- Financial Proposal Template) and the following documents through online e-tendering system.

LATE APPLICATIONS WILL NOT BE ACCEPTED

6. Qualifications and selection criteria

(1) Technical proposal

The Technical Proposal must be submitted using the provided template and following minimum guidelines. The submission package should include the following minimum supporting documents.

- A cover letter explaining why the applicant organization considers itself the most suitable candidate for the work.
- Copy of the Organization's Registration in the Kurdistan Region and the Federal Government of Iraq.
- Organizational Profile, including description of management, operational and financial capacities.
- Description of past experience in similar projects and at least 3 references from organization's project implementation history. Include a sample list of relevant past projects.
- CVs for the proposed Key Staff Positions, including references
- Profile of any additional partners to be engaged in the project.
- Technical and Financial Proposal, covering Context Analysis (evidence-based), Project Methodology, Results Framework, Risk Management Plan, Monitoring Plan, Visibility Plan and Budget etc.

Potential applicants should refer to the "Frequent Asked Questions" posted in UNDP's website.

For additional questions about the Call for Proposals Guidelines or application forms, please e-mail

Dler Mohamad; dler.mohamad@undp.org and cc: Abdulhameed Omar: abdulhameed.omar@undp.org

Note; UNDP reserves the right not to fund any proposals arising from this Call for Proposals

Estimate Completion Timeline

Below is an estimated timeline for this Call for Proposals:

- 9 March 2021: Call for Proposal opens, and relevant documents are posted online.
- 30 March 2021: Deadline for organizations to submit proposals under this Call
- 7 April 2021: Assessment and selection processes will take place
- 26 April 2021: Selected applicants will be notified

IMPORTANT ADDITIONAL INFORMATION

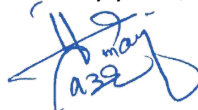
UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and <http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/> for full description of the policies)

In responding to this Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- * Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;
- * Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or
- * Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

Sincerely yours,



Ijaz Hussain
Head of Procurement
UNDP Iraq

Annexes:

- Annex A- Technical Proposal Template
- Annex B – Financial Proposal Template