



REQUEST FOR PROPOSAL (RFP)

Women Entrepreneurship Training in Kirkuk Governorate -Iraq	DATE: September 28, 2022
	REFERENCE: RFP-223-22

Dear Sir / Madam:

We kindly request you to submit proposals for the provision of **Women Entrepreneurship Training in Kirkuk Governorate -Iraq**.

Please be guided by the form attached hereto as Annex 2 in preparing your Proposal.

Proposal must be submitted on or before the deadline indicated in the e-tendering system. Proposal must be submitted through online e-tendering system in the following link: <https://etendering.partneragencies.org> using your username and password.

Those companies who are not registered in the e-tendering portal yet are requested to use the following temporary username and password for registration:

Username: event.guest
Password: why2change

You are requested to indicate whether your company intends to submit a proposal by clicking "Accept Invitation" in the system.

In course of preparing and submitting your proposal, it shall remain your responsibility to ensure that your Proposal is submitted on or before the deadline indicated by UNDP in the e-Tendering system. Documents uploaded in the system as part of your Proposal must be free from any form of virus or corrupted contents, or the Proposal shall be rejected.

The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and uploaded separately in the system and clearly named as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each document shall include the Proposer's name and address. **The file with the "FINANCIAL PROPOSAL" must be encrypted with a password** so that it cannot be opened nor viewed until the proposal has been found to pass the technical evaluation stage. UNDP shall request via email the Proposer to submit the password to open the Financial Proposal. The Proposers shall assume the responsibility for not encrypting financial proposal.

IMPORTANT NOTE: The amount of the financial proposal MUST NOT be mentioned anywhere in the submitted documents or in the e-tendering system, other than the Financial Proposal. Failure in compliance with the mentioned condition shall result in rejection of the offer.

PLEASE DO NOT PUT THE PRICE OF YOUR PROPOSAL IN THE LINE ITEM IN THE SYSTEM. INSTEAD PUT "1" AND UPLOAD THE FINANCIAL PROPOSAL AS INSTRUCTED ABOVE

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

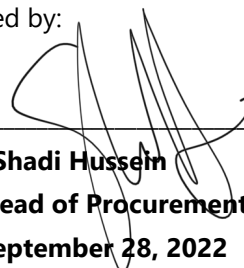
Thank you and we look forward to receiving your Proposal.

Issued by:

Vian Mohammed

Name: **Vian Mohamad**
Title: **Procurement Officer**
Date: **September 28, 2022**

Approved by:



Name: **Shadi Hussein**
Title: **Head of Procurement - Service Centre**
Date: **September 28, 2022**

Annex 1

Description of Requirements

Context of the Requirement	<p>a) The Service Provider must ensure tight collaboration with UNDP prior to conduct the program.</p> <p>b) The concept of the Training Course, detailed schedule and deliverables shall be agreed upon in advance. The detailed Training course schedule will be discussed between the service provider and UNDP prior to the call of the contract.</p> <p>c) The training location (s) is/ are distributed within Kirkuk governorate; the service providers are required to conduct the training in the agreed location.</p> <p>d) The service provider must contact all participants and advise on the location, date, and time of the training session in order to ensure their availability. The UNDP Technical Training Experts (TTE's) will supply the service provider with a list of participants, including their contact numbers and work descriptions.</p> <p>e) The service provider must contact all participants in advance to make sure the participants bring their own laptops. If not, the service provider must provide the participants with laptops and software on loan and returned to the service provider after completion of the training program.</p> <p>f) The service provider shall provide the required software throughout the training course and support participants in the software installation procedure.</p> <p>g) The Training program shall be delivered in Arabic and/or English language for the purpose of the lectures and materials.</p> <p>h) The training program materials shall be subject to the agreed format with UNDP.</p> <p>i) The service provider must evaluate the participants prior to start of the training course and at the end of the course as well through pre-test and post-test</p> <p>j) The lecturer is required to adjust the training course based on the level of trainees.</p> <p>k) Training program shall be conducted in an interactive way, bringing real-life examples.</p> <p>l) Training should be dynamic and hands-on practice, with a focus on participation and interaction. The service provider shall provide the participants with Pre-assignment, exercises, and group projects to help participants to follow up and practice more.</p> <p>m) The training of the whole package should be illustrated through real example projects and videos.</p> <p>n) The Trainer should allocate half an hour to review the topics covered in the previous day.</p> <p>o) The service provider must be presented at targeted location by 8 am and start giving the lectures by or before 9 am.</p> <p>p) The participants are government employees who work on the infrastructure projects implemented in areas liberated from ISIS. Updated and detailed information will be provided to the service provider upon their request.</p> <p>q) For the training program mentioned below, the number of participants could change from 10% to 20 %.</p> <p>r) The service provider must allocate two persons for the following duties:</p> <ul style="list-style-type: none"> • Preparing an attendance list for recording the participants along with their signatures on daily basis.
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	<ul style="list-style-type: none"> • Contact the directorates' focal points and participants in advance to advice on the course name, time, location and any other important information related to the program. • Sending daily and weekly reports to the UNDP.
Implementing Partner of UNDP	N/A
Brief Description of the Required Services ¹	The main goal is to get a technical and financial proposal from an experienced capacity building service provider to conduct Women Entrepreneurship Training courses. The program is intended to improve the capacity of government personnel in various directorates of Kirkuk Province. The key target groups are official governmental employees who work in different directories in Kirkuk governorate. Annex A contains the training program package with a specific curriculum, objectives, and outlines for each training course in the package.
List and Description of Expected Outputs to be Delivered	<p>The service provider shall provide the following deliverables:</p> <ol style="list-style-type: none"> 1. A database (Live Google sheet) to maintain participants' information as follows: participants' full name, their Directorates, Phone numbers, Email addresses and Genders. 2. A course book (Booklet) which includes comprehensive training materials regarding the training course, course objectives, and expected learning outcomes based on the training set in Annex A. 3. A comprehensive final report for each Training Course is required, which includes: <ul style="list-style-type: none"> • Course summary, • List of participants, major discussions during the courses, observations, recommendations. • Trainee's Feedback. 4. UNDP will review and approve the final report for each Training Course. <p style="margin-left: 40px;">Reporting Lines and Language</p> <ul style="list-style-type: none"> • The training company or individuals submits all reports to UNDP/ TTEs in English. • The Training Courses including lectures and materials shall be delivered in Arabic or/ and English.
Person to Supervise the Work/Performance of the Service Provider	UNDP's Technical Training Experts (TTEs)
Frequency of Reporting	<i>As indicated in the ToR attached as Annex 4</i>
Progress Reporting Requirements	(As indicated in the ToR attached)
Location of work	(As indicated in the ToR attached)

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Expected duration of work	40 calendar days Five days, Five hours a day
Target start date	November 01, 2022,
Latest completion date	(As indicated in the ToR attached)
Travels Expected	(As indicated in the ToR attached)
Special Security Requirements	(As indicated in the ToR attached)
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	(As indicated in the ToR attached)
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars
Validity Period of Proposals <i>(Counting for the last day of submission of quotes)</i>	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms ²	Payment is done in three installements upon completing the deliverables.
Person(s) to review/inspect/ approve outputs/completed services and	UNDP's Technical Training Experts (TTEs)

² UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

authorize the disbursement of payment	
Type of Contract to be Signed	<input checked="" type="checkbox"/> Face Sheet Contract http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of Organization 20% <input checked="" type="checkbox"/> Proposed Methodology, Approach and Implementation Plan 40% <input checked="" type="checkbox"/> Management Structure and Key Personnel 40%
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider. The payment will be done to one single bank account identified by the Joint Venture/Consortium.
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: https://www.undp.org/procurement/business/how-we-buy
Annexes to this RFP ³	<input checked="" type="checkbox"/> Form for Submission of Proposal <ul style="list-style-type: none"> • Annex 2a – Technical Proposal Format • Annex 2b – Financial Proposal Format <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) ⁴ <input checked="" type="checkbox"/> Detailed TOR (Annex 4) <input checked="" type="checkbox"/> Proposal Submission Form (Annex 5)

³ Where the information is available in the web, a URL for the information may simply be provided.

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<p>Contact Person for Inquiries (Written inquiries only)⁵</p>	<p>Vian Mohammed Procurement Officer Email: vian.mohammed@undp.org</p> <p>Any delay in UNDP’s response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
<p>Allowable Manner of Submitting Proposals</p>	<p><input checked="" type="checkbox"/> Online bidding in E-Tendering module. Date and Time: As specified in the system (note that the time zone indicated in the system in New York Time zone).</p> <p>PLEASE NOTE: - Date and time visible on the main screen of the event (on the E-Tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the E-Tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly to the system. Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist.</p> <p>Note: for registration please refer to E-tendering instruction manual and FAQ.</p>

⁵ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Method of Submission	<p>Proposals must be submitted as follows:</p> <p><input checked="" type="checkbox"/> E-tendering</p> <ul style="list-style-type: none"> ▪ File Format: PDF and BOQ in PDF and EXCEL ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Max. File Size per transmission: 20MB <p>[For eTendering method, click the link https://etendering.partneragencies.org and insert Event ID information]</p> <ul style="list-style-type: none"> • Insert BU Code and Event ID number ▪ The Technical Proposal should be submitted separately from the Financial Proposal and must not contain any pricing information whatsoever on the services offered. <p>Financial Proposal Password:</p> <p>Password for financial proposal must not be provided to UNDP until requested by UNDP if the proposal is deemed technically qualified. Proposers will have 48 hours to respond to the request for password from UNDP. Proposers are advised to note their passwords in a secure place. Should UNDP be unable to open the file due to forgotten password(s), the Proposal shall be rejected.</p> <p>The bids submitted by email/post mail/hand shall not be accepted.</p> <p>While entering financial proposal in the e-tendering system, always mention your price as USD 1. Please do not mention the value of your financial proposal in e-tendering system. It should only be mentioned in the password protected file/attachment of financial submission form (form F and G). The proposal of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</p> <p>Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/</p>
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<p>Joint Venture, Consortium or Association</p>	<ul style="list-style-type: none"> a. If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture. b. After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP. c. The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal. d. The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP. e. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between: <ul style="list-style-type: none"> a) Those that were undertaken together by the JV, Consortium or Association; and b) Those that were undertaken by the individual entities of the JV, Consortium or Association. f. Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials. <p>The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p>
<p>Other Information <i>[pls. specify]</i></p>	

Technical Evaluation Criteria

The proposal will be evaluated based on the following criteria:

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	400
Total		1000

Technical Proposal Evaluation Form 1		Sub-score	Points obtainable
1.1	Financial stability for last three years	15	
1.2	Bidder should be a company, institute, NGO or educational firm specializing in Capacity Development Training and worked with international organizations, financial institutions, and government agencies.	60	
1.3	Size of the firm (Small 20 points, Medium 30 points, Large 50 points).	50	
1.4	Bidder have a proper management structure for planning, conducting assessments, evaluations, monitoring, and managing the implementation of the training course.	50	
1.5	Bidder has a policy in place to protect participants from Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA).	25	
Total for the Expertise of Firm / Organization			200

Technical Proposal Evaluation Form 2		Sub-score	Points Obtainable
2.1	In-depth technical proposal of applicants' understanding of Term of Reference (ToR), proposed training methodology, service provider profile and CVs of the trainers.	150	
2.2	Detailed table of content, syllabus, agenda, and time frames for each training listed in Annex A.	80	
2.3	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	80	
2.4	Examples of previous training materials and/or reports about training led by the service provider and trainers.	75	
2.5	Providing the UNDP TTEs with three professional references from previous employers.	15	
Total of Methodology and Implementation Schedule			400

Technical Proposal Evaluation Form 3		Sub-Score	Points Obtainable
3.1	Minimum 7 years' experience in conducting training similar in nature of the requirement specified in ToR	150	
3.2	Must have a minimum of a master's degree in any of the following field: MBA, Business, Management, or any business school related degree.	100	
3.3	The Trainer(s) is/are required to have obtained certificate in the relevant field which is explained in Annex A	50	
3.4	Worked as an assistant lecturer for at least four years in one of the following specializations: MBA, Business, Management, or any business school related degree.	50	
3.5	Knowledge of the Region: years of experience in the region for 2 years – 35 points 3 -5 years – 45 points 6 years and above – 50 points	50	
<i>Total for the Management Structure and Key Personnel</i>			400

I. Annex 2a

FORM FOR SUBMITTING SERVICE PRROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁶)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

⁶ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

If required by the RFP, the Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification.
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council.
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal for *90 days*.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Contact Details: _____

[please mark this letter with your corporate seal, if available]

Annex 2b

Financial Proposal (Must be password protected)

The Proposer is required to prepare the Financial Proposal separately from the rest of the RFP. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification. The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category. Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

The format shown on below is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

Financial proposal breaking down

Cost Breakdown by Cost Component [*This is only an Example*]:

	Remuneration per Unit of Time (week)	Remuneration per Unit of Time (Day)	Total Period of engagement (days)	No. of personnel	Total Rate	Comment
Personnel services						
Project Manager						
Project Coordinator						
Trainers						
Trainer Assistants						
Monitoring & reporting officer						
Finance officer						
Communication, visibility & printing						
Total						

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*

Annex 3

UNDP General Terms & Conditions for Contracts (Goods and/or Services)

[https://www.undp.org/content/dam/undp/library/corporate/Procurement/english/4.%20UNDP%20GTCs%20for%20de%20minimis%20Contracts%20\(Services%20only\)%20-%20Sept%202017.pdf](https://www.undp.org/content/dam/undp/library/corporate/Procurement/english/4.%20UNDP%20GTCs%20for%20de%20minimis%20Contracts%20(Services%20only)%20-%20Sept%202017.pdf)

Annex 4

Terms of Reference (ToR)

Capacity building Project for Kirkuk Governorate Directorates

(Women Entrepreneurship Training)



United Nations Development Program

September 2022

Terms of Reference (ToR)

Women Entrepreneurship Training

1 - Background

UNDP, in partnership with the Government of Iraq and the Global Coalition to Defeat ISIL, established the Funding Facility for Immediate Stabilization (FFIS) to quickly implement activities to stabilize newly liberated areas of Iraq in June 2015. FFIS is governed by a Steering Committee co-chaired by the Prime Minister's Office and the DSRSG/RC. The Funding Facility supports four sets of activities, each with a dedicated window. All activities support the needs identified by local authorities (Governors' offices, line departments, mayors), based on priorities identified at the local level through consultations. The Provincial Command Cells endorse the activities.

- A. Window One: Public works and light infrastructure rehabilitation.
- B. Window Two: Livelihoods support that jumpstart local economy and generate income for households, particularly families returning to their homes.
- C. Window Three: Capacity support for local governments, boosting their immediate response capacity to cope with the challenges arising during stabilization.
- D. Window Four: Community reconciliation initiatives that help local leaders and community groups promote social cohesion and dialogue.

UNDP/FFS has rehabilitated hundreds of millions of dollars' worth of public infrastructure, in close collaboration with the Kirkuk line directorates, including complicated works like hospitals, water treatment plants, and electrical substations. Under Window 3, to ensure the proper use and maintenance of these facilities, FFS intends to organize two 'sets' of technical training for the relevant Kirkuk line directorates:

1. General technical engineering training, including BoQ writing, drafting tender documents, designing structural, electrical, and mechanical elements, planning and managing maintenance works, on-site construction management, health and safety on-site, environmental management, use of IT, etc. This training will be given to all staff.
2. Specialized technical training for the operation and maintenance of specific equipment and systems such as water pumps, power transformers, hospital medical equipment, etc. This training will be for specialized directorate staff.

2 - Objective

The main goal is to get a technical and financial proposal from an experienced capacity building service provider to conduct Women Entrepreneurship Training courses. The program is intended to improve the capacity of government personnel in various directorates of Kirkuk Province. The key target groups are official governmental employees who work in different directorates in Kirkuk governorate. **Annex A** contains the training program package with a specific curriculum, objectives, and outlines for each training course in the package.

3- Scope of Service

- a) The Service Provider must ensure tight collaboration with UNDP prior to conduct the program.
- b) The concept of the Training Course, detailed schedule and deliverables shall be agreed upon in advance. The detailed Training course schedule will be discussed between the service provider and UNDP prior to the call of the contract.
- c) The training location (s) is/ are distributed within Kirkuk governorate; the service providers are required to conduct the training in the agreed location.
- d) The service provider must contact all participants and advise on the location, date, and time of the training session in order to ensure their availability. The UNDP Technical Training Experts (TTE's) will supply the service provider with a list of participants, including their contact numbers and work descriptions.
- e) The service provider must contact all participants in advance to make sure the participants bring their own laptops. If not, the service provider must provide the participants with laptops and software on loan and returned to the service provider after completion of the training program.
- f) The service provider shall provide the required software throughout the training course and support participants in the software installation procedure.
- g) The Training program shall be delivered in Arabic and/or English language for the purpose of the lectures and materials.
- h) The training program materials shall be subject to the agreed format with UNDP.
- i) The service provider must evaluate the participants prior to start of the training course and at the end of the course as well through pre-test and post-test
- j) The lecturer is required to adjust the training course based on the level of trainees.
- k) Training program shall be conducted in an interactive way, bringing real-life examples.
- l) Training should be dynamic and hands-on practice, with a focus on participation and interaction. The service provider shall provide the participants with Pre-assignment, exercises, and group projects to help participants to follow up and practice more.
- m) The training of the whole package should be illustrated through real example projects and videos.

- n) The Trainer should allocate half an hour to review the topics covered in the previous day.
- o) The service provider must be presented at targeted location by 8 am and start giving the lectures by or before 9 am.
- p) The participants are government employees who work on the infrastructure projects implemented in areas liberated from ISIS. Updated and detailed information will be provided to the service provider upon their request.
- q) For the training program mentioned below, the number of participants could change from 10% to 20 %.
- r) The service provider must allocate two persons for the following duties:
 - Preparing an attendance list for recording the participants along with their signatures on daily basis.
 - Contact the directorates' focal points and participants in advance to advice on the course name, time, location and any other important information related to the program.
 - Sending daily and weekly reports to the UNDP.

4- Expected Deliverables

The Service provider shall submit the following items:

1. A database (Live Google sheet) to maintain participants' information as follows: participants' full name, their Directorates, Phone numbers, Email addresses and Genders.
2. A course book (Booklet) which includes comprehensive training materials regarding the training course, course objectives, and expected learning outcomes based on the training set in **Annex A**.
3. A comprehensive final report for each Training Course is required, which includes:
 - Course summary,
 - List of participants, major discussions during the courses, observations, recommendations.
 - Trainee's Feedback.
4. UNDP will review and approve the final report for each Training Course.

Reporting Lines and Language

- The training company or individuals submits all reports to UNDP/ TTEs in English.
- The Training Courses including lectures and materials shall be delivered in Arabic or/ and English.

5. Qualifications of the Successful Service Provider

The training company (service provider) and trainers should meet the following minimum requirements:

The service provider must:

- Be a company, institute, NGO or educational firm specialized in Capacity Development Training.
- Have a proper management structure for planning, conducting assessments, evaluations, monitoring, and managing the implementation of the training course.
- Have worked with international organizations, financial institutions, and government agencies.
- Select the potential lecturers for the respective area specified in the proposal with their CVs. Only accepted lectures by UNDP will be finally included in the call of contract.
- Or in the case of assigning other trainers who are not listed in the proposal, prior approval is required by UNDP.
- The organization has a policy in place to protect participants from Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA).

The service provider offers trainers with following qualifications and experiences:

a) The Service provider offers trainers with the following qualifications and experiences.

- A minimum of 5 years' experience in: Business development, Start-ups, entrepreneurship specially for women.
- The Trainer must have a minimum of a master's degree in any of the following field: MBA, Business, Management, or any business school related degree.
- Experience in developing course materials and delivering training specially for women.
- Official Certified Trainer (TOTs) will be preferred.

b) In the case of assigning other trainers who are not listed in the proposal, prior approval by UNDP is required.

6. Institutional Agreement

- a) UNDP's Technical Training Experts (TTEs) will be the focal points with service provider during the Service.
- b) The service provider shall consult with UNDP office earlier in case they need to contact Governmental Directorates in Kirkuk during and before the Service.
- c) The service provider shall be responsible for the logistics of the training course sessions including Laptops, software and any related items in order to run the program smoothly.

- d) The service provider shall be responsible for obtaining Iraqi's visas for their trainers to attend the program.
- e) The service provider shall not execute the intellectual property rights on the submitted report and training materials used by UNDP.
- f) The training service provider shall maintain the proper documentation process, assessment, evaluation and quality of the training courses through a standard template.

5- Submission of Proposals

The service providers are invited to apply. The applicants must submit the following information to demonstrate their qualifications:

- 1) In-depth technical proposal of applicants' understanding of Term of References (ToRs), proposed training methodology, service provider profile and CVs of the trainers.
- 2) In-depth implementation plan for all trainings listed in **Annex A**, which include but is not limited to:
 - A sufficient number of trainers that the service provider can assign for each training course along with other training support staff for effective training in terms of deliverable knowledge and reducing the training time window through the implementation of multiple training sessions that take place at the same time.
 - Number of participants per training session. The number should be adequate to execute the training session efficiently and to maximize the deliverable knowledge and skills to the participants.
 - Number of training sessions required to cover the training of the participants for each training course
 - Detailed timetable includes the starting and ending dates to implement the training sessions.
 - The time window to finish all the training sessions shall not exceed **40** calendar days.
 - Number of training sessions that will be held at the same time (in parallel).
- 3) Detailed table of content, syllabus, agenda, and time frames for each training listed in **Annex A**. The submitted training course content might be discussed between the applicant (service provider) and UNDP TTEs for further adjustments to achieve the training objectives.
- 4) A financial proposal breaking down the cost for operational costs/reimbursable and professional fees for the training listed in Annex A.
- 5) The service provider submits a financial proposal breaking down the cost that shows how to organize training activities, includes:
 - The logistics and corresponding equipment including only (a Data show, screen, whiteboard or flipchart).

- Coffee break and lunch.
 - Stationeries.
 - fixed daily transportation fees for each participant.
- 6) Providing the UNDP TTEs with three professional references from previous employers.
 - 7) Examples of previous training materials and/or reports about training led by the service provider and trainers.
 - 8) All the submitted documents mentioned above have to be written in English.

Key Performance Indicators During the Implementation Of Services

The performance of the service provider will be evaluated based on the following key criteria:

- Organizing each training course in timely manner.
- Submission High quality course materials to UNDP.
- Preparing and submitting a comprehensive report to UNDP on weekly basis as well as daily report.
- Trainees' satisfaction towards the training course program.

Annex A

Course Name

Women Entrepreneurship Training

Training Durations

Five days, Five hours a day

Objectives of the course

Upon completion of Women Entrepreneurship Training, attendees are able to:

- Understand the concept of entrepreneurship
- Recognize the gender-based barriers of entrepreneurship
- Design a business plan
- Discuss various types of women entrepreneurship promotion (WEP)
- Explain how WEP can affect women businesses
- Apply creative methods and technology to overcome gender barriers

- Identify where to look for business opportunities
- Develop their strategic view and the risks come with it
- Know their target market
- Identify their competent
- Develop their marketing plan and sales strategies
- Discuss operations
- Decide who should be in their management team
- Define development and milestones, and create their exit plan
- Understand the financials
- Look for capital in the right places
- Understand taxed, budgeting, and cash flow

Topics includes/ Syllabus

Overview

- Entrepreneurship definition
- Women entrepreneurship barriers
- Gender-gaps in women entrepreneurship
- Strengthening women's entrepreneurship
- The European model
- Are women generally less/better educated than men on average? Which type of education do they receive?
- Have there been any programs that supported female entrepreneurs?
- What gender-disaggregated data is available?
- How can the gender-disaggregated data be used to analyze the business environment?
- Gender-specific differences in access and control of resources and assets
- Consult with stakeholders
- Learn from successes and failures
- Identify communication channels
- Gender-specific constraints to entrepreneurship
- Lack of finance is a major constraint to the growth of female-owned enterprises

The Pre Start-Up Phase: Preparing for the Big Leap

- Raising local awareness
- Recruitment and selection
- Holistic approach to preparing for business creation
 - Personal development and group support
 - Stimulating entrepreneurial attitudes
 - Generating and testing business ideas

The Feasibility Study

- Personal survival budget
- Personal aims and objectives
- Marketing – General introduction
- Market research: Customers & Competitors
- Legal considerations
 - Types of Business Structures
 - Tax
 - National Insurance
- Preparing accounts
- Start up costs
- Sources of finance/capital

The Business plan

- The mission statement: aims and objectives
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

- The marketing plan including the marketing mix
 - Service
 - Promotion of the business
 - Place of business, price
 - Customers
 - Competition
- The financial plan
 - Forecasts of sales
 - Budget
 - Cash flow
 - Profitability
- Capacity/resource planning

The During Start-Up Phase: Becoming an Entrepreneur

- Consolidation of the business plan
- Operational planning
- Support for legal and administrative procedures
- Launch of the business

After Business Start-Up: Strategies for Consolidation and Growth

- Recognizing the need for growth
- Tools for auditing and taking stock
- Effective and appropriate methods of learning
- Marketing
- Communication Information Technology (CIT)
- Mentoring

Key Strategies to Strengthening Women’s Entrepreneurship

- Access to finance
- Networking
- Supportive environments

Hands-On Workshop Sample

- Participants bring in their own projects
- Defining the mission, vision, goals
- Developing business plan step-by-step
- Looking into potential capital resources
- Investigating governmental funds available to female entrepreneurs
- Practicing finances, tax, cashflow, budget projection
- Studying the target market
- Identifying the competent
- Brainstorming for advertising methods

Course/region	Kirkuk	Hawija	Daquq	Dibis	Sub total
Women Entrepreneurship Training	40	35	25	20	120
Total					120

