

UNOPS 'CALL FOR PROPOSALS' ("CFP")

Project Title:

Organisational and technical capacity enhancement of a national Risk Education (RE) organisation for an effective Explosive Ordnance (EO) RE response in Sinjar district, Iraq.

NOPS Grant Reference Number:

IRQ/UNMAS/23024/2021/002

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Useful Guidance:

- A. [Case Study Guidelines for Grantees](#)
- B. [Understanding the Results Chain and Developing Logical Frameworks](#)
- C. [The United Nations Mine Action Strategy 2019-2023](#)
- D. [United Nations Gender Guidelines for Mine Action Programmes](#)

Section 1. General Instructions for Proposal Submission

The UNOPS Peace and Security Cluster invites interested and eligible applicants to apply for a Call for Proposals ("CFP") for the grant project: Organisational and technical capacity enhancement of a national Risk Education ("RE") organisation for an effective Explosive Ordnance ("EO") RE response in Sinjar district Iraq.

This CFP will partner an International mine action Non-Government Organization ("INGO") with a National mine action ("NNGO") to enhance the organizational and technical capacity of the National NGO such that it is capacitated to deliver an effective Explosive Ordnance RE response in Iraq, aligned with the priorities of the national authority. This is the main 'driver' of the CFP: the nationalisation of RE through improved organisational and technical capacity of a national RE organisation.

As such, UNOPS is asking for joint proposals from organisations in which a lead INGO and an NNGO partner are willing and able to form a partnership in order to achieve the prescribed Outcomes.

INGO/NNGO definition: Within the context of this CFP, an INGO is defined according to the Government of Iraq 'Law of Non-Governmental organisations No. 12 of 2010':

- An NNGO is defined as 'A group of natural or legal persons that have registered and obtained legal personality according to the terms of this Law to pursue non-for-profit purposes'.
- An INGO is defined as 'A branch of an [non-governmental] organisation that has been established according to the laws of another country'. Proof of INGO and NNGO registration and status for both the INGO and the NNGO must be submitted as an attachment to proposals.

Within the proposed partnership, the GSA will normally be signed with the Lead INGO under which a formal relationship should be established between the INGO and the NNGO. Both the INGO and NNGO will be required to submit specific details in this proposal to demonstrate the suitability of their jointly-proposed project concept, work plan and associated budget.

Consortium Partner Limitations: *A Lead INGO may only partner with one NNGO and vice versa. Should either the INGO or the NNGO submit with more than one partner, the application will be rejected. For consistency, the aforementioned NNGO must not have an existing partnership with any other INGO for projects of a similar nature (capacity development), except for the INGO it proposes to partner with for this project. To clarify, should the NNGO have an existing partnership with an INGO for project(s) of a similar nature for this proposed grant, applications will only be accepted for the same partnership combination.*

The Grantee shall have exclusive control over the administration and implementation of this project; however, both the quality of the Grantee's work and the progress being made toward successfully achieving the activities and outputs of the project shall be subject to review by UNOPS.

Details on the application process and the administration of the grant are set forth in this CFP document. Interested applicants are encouraged to read the CFP and its annexes in their entirety prior to applying. Completed returnable documents should be signed and submitted along with a comprehensive proposal.

Implementation of the grant will be subject to funding outside the control of UNOPS, and as such, where sufficient funds are not made available to UNOPS by its funding sources, UNOPS reserves the right to either introduce progressive expenditure ceilings into the relevant Grant Support Agreement; or terminate the relevant Grant Support Agreement in accordance with Article 16.1 of the UNOPS General Conditions for Grant Support Agreements.

How to submit?

Kindly review this CFP document in its entirety to ensure understanding of the request and requirements.

Interested organizations are requested to submit a proposal in English to the email address below, with the organization's logo in the header. The following documents are required to be submitted by the deadline:

1. **CFP Annex A – Grant Application Template (including Appendix 1 as applicable)**
2. **CFP Annex B – Grant Budget Template.**
 - a) **Payments to the Grantee shall be made in accordance with the structure outlined in Clause 6.2 of CFP Annex C: “Grant Support Agreement Template”, and pursuant to Article 4.1 of the General Conditions for Grant Support Agreements.**
 - b) **Applicants must therefore complete Tabs 3 and 4 of CFP Annex B in order to respectively indicate their Grant Budget Forecast, and suggest a Proposed Payment Schedule based on how they expect to utilize funds throughout the course of the grant.**

Organisations are requested to follow the formatting guide within the Annexes attached, with appropriate adjustments to suit their specific project outlines.

Important Notice Regarding COVID-19 Pandemic

COVID-19: This CFP is being launched at a time of great uncertainty in Iraq and around the world as governments and the United Nations are coming to grips with the global COVID-19 pandemic. Considering how rapidly COVID 19 is evolving and how much has changed globally and in Iraq in a short timeframe, it must be considered that some of the requirements outlined in this CFP may change during the solicitation period; and should requirements change, relevant updates will be shared on UNGM. Likewise, should potential Applicants consider that any of the requirements outlined in this CFP be impossible to achieve due to the impact of COVID-19, they should make their concerns known to the UNOPS focal point stipulated below.

As UNOPS adheres to the ‘Do No Harm’ principle and supports safe implementation of all project activities, the Applicant(s) must explain how they plan to protect staff and beneficiaries from the risks of COVID-19 and budget for appropriate risk mitigation equipment and supplies, if not already purchased beforehand. The Applicant(s) must comply with the Government of Iraq regulations, and should adhere to best practices in health and safety, including from guidance issued by the World Health Organization.

The Applicant(s) are required to submit an additional methodology of project activities that can be done in compliance with movement/public gathering restrictions that might be imposed by the Government of Iraq before or during project implementation. The selected Grantee(s) will be expected to achieve Project Outputs with the alternative remote methodology in case of movement restrictions. The alternative methodology should be used only after UNMAS Iraq approval. The alternative methodology should include detailed description of the activities, monitoring and evaluation approach, data collection methodologies, impact measurement tools and other relevant components that will be done remotely or/and in compliance with relevant government's limitations on public gathering and movements.

When to submit?

Deadline: **26 April, 2021 before 16:00 hours Baghdad time**

Where to submit?

Email: sameeullah@unops.org and cc email: fahadh@unops.org

Questions?

Please submit questions to Samee Ullah at sameeullah@unops.org and Fahad Hilmi at fahadh@unops.org no later than **19 April, 2021 before 16:00 hours Baghdad time** Answers will be posted on the United Nations Global Marketplace by **20 April, 2021 before 20:00 hours Baghdad time**

Pre-submission Meeting

Organizations interested in submitting a proposal in response to this CFP are strongly encouraged to attend a pre-submission meeting to be held on **18 April, 2021 at 16:00 hours Baghdad time**

Section 2. Evaluation Methodology

Overview

In line with UNOPS evaluation principles of fairness, transparency and integrity, an independent Grant Evaluation Committee will be responsible for the review of proposals and the Grantee selection. The review is based on the criteria outlined in the 'Call for Proposals' (CFP) and includes a cumulative analysis of the grant proposal's formal, technical, and financial aspects.

A three-stage procedure will therefore be utilized in evaluating the Proposals, with a pass/fail evaluation of the Eligibility and Formal Requirements taking place at Stage 1; the successful applicants for which will proceed to the Stage 2: Technical Evaluation. Applicants that meet/pass the Technical Evaluation minimum point threshold will have their Financial Proposals opened and compared in the Stage 3: Financial Evaluation.

The distribution of points between the Technical Evaluation and the Financial Evaluation as a percentage of the overall score is as follows:

- **Technical Evaluation = 70% of the overall score.**
- **Financial Evaluation = 30% of the overall score.**

Any non-compliant proposal may automatically be eliminated from the evaluation process. The grant will be awarded to the applicant with the optimum combination of technical and financial proposals.

After completion of the evaluation, but prior to award, UNOPS reserves the right to conduct background checks on the applicant recommended for award to confirm that the applicant meets the eligibility, qualifications and technical requirements set forth in this CFP, and reject applicants deemed to have not met such requirements. Applicants shall permit UNOPS representatives to access their facilities with a reasonable amount of notice to inspect the applicant's premises.

UNOPS reserves the right not to award any grants for any reason.

Stage 1: Eligibility and Formal Requirements

Upon the opening of the applications, UNOPS shall proceed to a Preliminary Examination of the applications to confirm that all documents and technical information requested in this CFP have been provided, and UNOPS will assess the completeness of each document submitted. UNOPS may, without further consultation with the applicant(s), reject any applications during the Preliminary Examination stage that does not comply with the formal eligibility requirements set out in Section 5, Stage 1 of this CFP.

Applications that are incomplete or contain material deviations from, or reservations to, the terms of the Grant Support Agreement and its General Conditions (attached at CFP Annex C), may at the absolute discretion of

UNOPS, be rejected or excluded from further consideration at any time during the evaluation, including after the Preliminary Examination.

Stage 2: Technical Evaluation

The Applicant(s)' Technical Proposal should be submitted in line with CFP Annex A.

An Applicant's Technical Proposal shall be evaluated and scored based on its compliance with the Technical Evaluation criteria specified in the table in Section 5 below. If a Technical Proposal does not achieve a **minimum threshold of 70% of the maximum obtainable points**, it will not be considered for further evaluation.

Stage 3: Financial Evaluation

The Financial Proposal will only be opened for grant applicants that achieve the minimum threshold score for the Technical Proposal. Technical Proposals that score above this threshold shall be checked for any arithmetic errors in computation and summation. The total cost of competing Financial Proposals will be compared as against the formula outlined in Section 5, Stage 3 of this CFP; and reasonableness of cost will be assessed against the qualitative information submitted in Component 8 of the CFP Annex A.

Section 3. Scope of Work

Applicants should not duplicate the below information in their proposal and should instead summarize their own understanding of the identified needs, along with a proposed technical response to address these needs. If Applicants have submitted proposals to previous grants of a similar nature, they should avoid duplicating old proposals and respond specifically to this CFP.

Background and Rationale:

The current CFP aims to support UNMAS Iraq's vision which is 'the Government of Iraq protects civilians from the threat of explosive ordnance and enables humanitarian, stabilization and reconstruction efforts to proceed unimpeded by explosive ordnance'. It will further contribute to UNMAS Iraq's desired end state which is 'Strengthening the national response to explosive ordnance to the point where UNMAS Iraq only focuses on technical advisory support to Government until such time as the assistance of UNMAS is no longer requested by the Government.' The CFP also intends to support the global UNMAS Strategic Outcome 4 which is 'national leadership and capacities for effective mine action are strengthened' and intermediate Outcomes 4.1 and 4.2 of the same, respectively 'National institutions and capacities develop and implement policies, strategies and programmes in accordance with legal frameworks, national mine action standards and evolving threats' and 'national operators for mine action are effective'. Moreover, UNMAS Iraq is committed to supporting local actors to better align with the Grand Bargain's commitment to increasingly localize humanitarian activities. UNMAS works to enhance the long-term institutional capacity of local actors, remove obstacles to opportunities for partnerships, and integrate with local coordination mechanisms through training and mentoring of national implementing partners.

To this end, this CFP will partner an international mine action organisation with a national mine action organisation to enhance the organisational and technical capacity of the national organisation such that the national organisation is capacitated to deliver an effective EORE response in Iraq, aligned with the priorities of the national authority.

By the end of the one year, the NNGO should have strengthened capacity both organisationally and technically to independently implement EORE throughout the project cycle. The capacity enhancement initiative is 'effects' driven

and this should take prominence in the development and implementation of this CFP. The effects of this project shall be demonstrated in the proposed deliverables and clearly articulated in Appendix 3 – Logical Framework.

The INNGO and the NNGO are expected to conduct a comprehensive joint assessment on specific areas of improvement for the NNGO. Based on the needs assessment, a training plan should be developed and delivered. To be successful, the training plan should include objectives for identified needs, timeline with key milestone achievements, indicators of success, and deliverables for subjects (e.g. Standard Operating Procedure is reviewed and strengthened; Gender and diversity policy is developed, etc). It is expected that a robust and adapted monitoring and evaluation tool will be developed to measure the success of the capacity enhancement initiative as well as contribution to the outcomes and overall objectives of the CFP. For this specific CFP, the training plan, including monitoring and evaluation indicators, will form part of the milestone reporting and is expected to be completed within the first two months from the start of the project.

Table 1 under the “Additional Considerations and Lessons Learned” sub-section details proposed topics that could form part of the organisational and technical capacity enhancement of the national organisation. Applicants should note that this table is in no way prescriptive or inclusive, but should serve as inspiration.

In addition to capacity enhancement, the INNGO and the NNGO shall conduct a risk mitigation approach in Sinjar district. Extensive military conflict has had profound and far-reaching consequences on human security in Iraq. The use of complex Improvised Explosive Devices (“IEDs”) in Iraq is unprecedented, and the Government of Iraq (“GoI”) suffered numerous losses from the use of such devices as part of asymmetrical campaigns in recent years. Additionally, the remains of EO in the aftermath of the conflict has compromised the safety and security of civilians and public spaces, such as schools and hospitals, with far reaching humanitarian and development consequences. This is further compounded by high rates of movement and returns to areas ‘retaken’ from ISIL. According to IOM data¹ as of October 2020 Sinjar district has almost 100,000 returnees and this figure is expected to rise in 2021. Between 18 October and 27 December 2020, 1,178 returnees from camps were reported to return to Sinjar. From the period starting 8 June until 31 November, over 37,000 people were tracked by DTM returning to Sinjar district.

The promotion of safe behaviour towards EO, including IEDs, is critical to facilitate the safe return of displaced people. Assessments confirm that the most vulnerable people live in unsafe and insecure environments exposed to hazards likely to harm them. They frequently struggle to access specialized services and have challenges meeting their basic needs. People living in areas with contamination of EO continue to risk death and injury as they may be forced to enter contaminated areas or adopt dangerous behaviour, for example, in the search for livelihood options.

Limited data exists in Iraq on the reasons of EO accidents. However, the current EORE approach in Iraq is heavily focused on informing at-risk populations about the EO threat through direct RE sessions and remote media campaigns. The evidence suggests that while these methods are effective to change behaviour of ‘unaware’, ‘uninformed’ and ‘misinformed’ populations, this approach has limited effects for ‘reckless’ and ‘forced’ risk takers. Through this CFP, UNMAS Iraq aims to conduct a risk mitigation approach to change dangerous behaviours of EO affected populations in Sinjar focusing on those demonstrating ‘reckless’ and ‘forced’ risk taking behaviours. The purpose of this approach is to provide a community-driven solution that will change the dangerous behaviour of a ‘reckless’ and ‘forced’ group at risk of EO. The proposed approach must be community based and demonstrate an evidence-based linkage between EORE and behaviour change. As such, the activity must reinforce and exercise EORE safety messages specific to the identified reckless/forced group, such as: “Do not touch unknown objects”, “Do not enter areas that can be potentially contaminated by EO”, “Immediately report about the dangerous /suspicious items to the appropriate authority”. The applicant is expected to thoroughly demonstrate the linkages

¹ IOM Displacement Tracking Matrix (DTM). Statistic as of November 2020

with EORE messages for the proposal to be considered. The proposed approach is also expected to be a practical solution. A typical example might be a livelihoods project to provide alternative income to EO collectors.

The risk mitigation approach will be complemented by EORE sessions to continue mitigating the threat of EO for the 'unaware', 'uninformed' and 'misinformed' groups. To monitor and ensure the EORE sessions are effective, pre and post tests must be conducted prior to and immediately after an EORE session. In addition, a Knowledge, Attitude and Practice (KAP) survey shall be conducted. The KAP survey shall measure increase in knowledge and perceived attitude and practice changes from EORE and include a baseline and end line. UNMAS Iraq will provide templates to be used for the KAP survey. Both the pre and post test as well as the KAP survey shall be conducted on a statistically significant sample size.

Gender-responsive programming is key in all UNMAS' work. Within the UNMAS Strategic Plan 2019 – 2023, UNMAS commits to deliver gender, age and context adapted risk education on the basis of needs and vulnerability assessments and in coordination with partners. Also important to note is UNMAS' commitment to address the needs of women, girls, men and boys from diverse backgrounds and facilitate their empowerment and inclusion. To achieve this, UNMAS will mainstream gender and diversity across its policy, advocacy, communication and programmatic interventions, in line with relevant policy and guidelines, in particular the United Nations Gender Guidelines for Mine Action Programmes. UNMAS will continue to systematically collect gender- and age disaggregated beneficiary data and promote and highlight diversity. UNMAS will ensure that design, implementation and monitoring and review of projects are gender-responsive and respond to the differential needs of women, girls, men and boys and advances their empowerment and inclusion. UNMAS Iraq commits to the empowerment and inclusion of women, girls, boys and men from diverse background. This will contribute to an 'effective' EO response as a way to ensure that all mine action activities are mainstreamed using a gender responsive approach and the promotion of women's empowerment. UNMAS Iraq sees the definition of 'effective' as including this necessary component. In this light, this project must demonstrate a gender-responsive approach.

Impact: The Government of Iraq protects civilians from the threat of explosive ordnance and enables humanitarian, stabilization and reconstruction efforts to proceed unimpeded by explosive ordnance.

Outcomes:

Outcome 1: The Government of Iraq effectively prioritizes tasks implemented increasingly by national actors.

Outcome 2: People at risk recognize how to mitigate the risk of explosive ordnance.

Outcome Indicators:

Outcome Indicator 1.1: Number (#) of national organizations deployed in response to mine action tasks.

Outcome Indicator 2.1: Percentage (%) of EO Risk Education (EORE) beneficiaries that demonstrate an increase in knowledge between unsafe and safe practices.

The Applicant is expected to design Outputs and related Indicators and Targets that will lead to the achievement of the Outcome(s) and Impact. The selected Grantee(s) will be expected to have exclusive control over the achievement of the Outputs they formulate to contribute to the above Outcomes, although aspects of the quality and progress of the grant implementation shall be subject to review by UNMAS Iraq.

Additional Considerations/Lessons Learned:

In the past, the following considerations have guided applicants in developing successful approaches to support the DMA in managing a responsive mine action programme in Iraq. The following additional considerations have been separated by Outcome for clarity purposes. However, all of the considerations in this CFP are expected to complement and reinforce the specified Outcomes to create a comprehensive and cohesive project.

General Operational Considerations:

1. In consideration of the project need, as well as the proposed budget ceiling stipulated on Page 12 (Project Budget) , applicants should propose a target of direct beneficiaries that will be reached through EORE sessions.
2. The grantee should deploy a sufficient number of gender-sensitive EORE teams to conduct surveys, Community Liaison (CL) and RE within the targeted communities. EORE teams must comprise team members from the NGO
3. EORE messages are prepared and disseminated through viable and available mediums – based on an assessment of the most effective communications means – and are catered to the target groups and assure a large as possible outreach of all relevant groups at risk, and/or are specifically targeted to areas of the governorate that are remote and/or hard to reach;
4. Women, men, girls and boys, people living with disabilities, EO survivors and other diverse groups benefit equally and proportionally in the project activities;
5. UNMAS Iraq reserves the right to request Grantees to change their areas of operations at short notice to keep up with changing dynamics in Iraq; consistent communication between Grantee and UNMAS Iraq will be maintained to discuss appropriate deployment plans, which would meet the objectives of this grant;
6. In case of COVID-19 outbreak and consequent movement restrictions imposed by the Government of Iraq, the Grantee(s) will be expected to achieve the indicated operational requirements using an alternative remote methodology that will be submitted to UNMAS as a part of the grant application;

Operational Considerations specific to Outcome 1:

1. A joint assessment between the INGO and NGO is conducted to identify priority areas of development;
2. A capacity enhancement plan is developed based on the joint assessment.

Operational Considerations specific to Outcome 2:

1. A participatory community-based approach, representative of the risk-taking groups and diversity of the target community, is adopted to identify the solutions required to reverse the risk-taking behaviour of a 'reckless' and 'forced' group in the target locations;
2. Based on the initial assessment, one sustainable, locally-based mechanism to reverse risk-taking behaviour towards Explosive Ordnance and/or enhance exercising of safe behaviour is implemented;
3. Applicants are strongly encouraged to develop and introduce innovative approaches encouraging behaviour change. All methodologies and selected intervention should be discussed and agreed upon by UNMAS Iraq to ensure compliance with the mandate of UNMAS and strategic objectives.
4. Knowledge retention and behaviour change (both short and long-term) are monitored during project activities, through using both quantitative and qualitative data collection. A final report of the KAP survey results shall be submitted at the project end as an annex to the final report;

Monitoring and evaluation: UNMAS Iraq will provide templates to be used with regards to the village profile assessment, socio-economic survey and KAP survey. The grantee will be expected to use these documents to formulate a socio-economic impact and KAP report at the end of the project period as an Annex to the Final Substantive Report. Should the grantee desire, the templates may complement their own existing internal forms.

KAP surveys should be issued to a sample of the RE beneficiaries, at 95% confidence interval and 5% margin of error. The information garnered from the surveys should be used in a feedback loop to plan improved future interventions, enabling more catered-activities to target groups for high impact including creating concepts for more innovative and responsive programming to target the most vulnerable groups. This information may be shared with relevant humanitarian coordination mechanisms, including the Mine Action Sub Cluster, the Humanitarian Response Plan review and Humanitarian Needs Overview process.

Table 1: Sample topics for Capacity Enhancement

In the past, the following examples have guided applicants in developing successful approaches to support the DMA in managing a responsive capacity enhancement approach within the mine action programme in Iraq. Applicants should note that this table is in no way prescriptive or inclusive, but should serve as inspiration.

**Gender and diversity considerations are expected to be mainstreamed throughout all subjects.*

Number	Capacity enhanced	Example capability delivered	Effect
1.	Management	- Governs the organisation with a clear vision and coherent strategic management framework; - Develop and work towards achieving a defined strategic purpose and direction - Liaise effectively with national authorities. - Engage in effective planning at an organisational level. - Develop Standard Operating Procedures that describe and explain the systems and processes used to deliver management functions within the NGO - Ensure that measures are taken to recruit, retain and ensure women are part of both technical and decision-making positions and that these are reflected in strategies, policies and SOPs.	The NGO shall be capable of conducting the planning, organisation, direction and control required in order to harness its capacities to deliver its full range of capabilities effectively and efficiently, in accordance with national and international mine action standards.
2.	Programmatic	- Able to write competitive proposals. - Able to engage in donor and stakeholder liaison and relationships. - Identify and engage with relevant sector actors. - Effectively gather relevant data to report to donors on the progress of the NGOs activities. - Produced high quality reports for donors and other stakeholders. - Engage in constructive media relationships to raise awareness of all relevant activities.	<u>The NGO shall be capable of independently identifying, bidding for and winning funding sources to sustain its activities, with a positive media presence, into the future.</u>
3.	Operational	Develops strong SOPs aligned with the International and National Mine Action Standards.	The NGO shall be capable of independently executing evidence based effective RE activities in

		- Adopts robust monitoring and evaluation tools to measure knowledge increase and behaviour change of EORE projects and activities. - Delivers effective and evidence based RE activities in compliance with SOPs. - Establishes a gender-responsive Information Management System including the use of technology to collect and analyse data to reduce errors. - Strengthens the quality management system to oversee quality operations and record and execute lessons learnt.	compliance with SOPs and International Mine Action Standards using a gender-responsive approach.
4.	Support services	- Strengthens transparent and competitive procurement guidelines for efficient and value for money resourcing. - Has in place an effective and accountable financial management capacity for budget planning and monitoring. - Has a fair and transparent HR policy that encourages recruitment and empowerment of women and other underrepresented groups, and promotes continued learning and mentoring. - Able to carry out effective administration of office functions. - Has a context adapted safety and security procedure, including MEDEVAC and CASEVAC precautions. - Has a suitable information archiving system to store and manage legal and important documents, and can successfully undertake audits if required.	The NNGO shall be capable of providing those support functions required to enable and facilitate the effective running of the NNGO.
5.	Quality Management	- Establish and maintain a Quality Management System that is aligned with the NNGOs strategic purpose and direction. - Plan, develop and implement monitoring procedures that collect and analyse information relating to the NNGOs actual results against its planned results. - Plan, develop and implement evaluation processes that systematically and objectively assess all of the elements of the NNGO to determine its overall significance.	The NNGO shall be capable of using a Quality Management System to ensure internal and external requirements are met and that continuous improvement takes place for both operational and organisational activities.
6.	Leadership	- Work towards becoming an Independent and recognisable entity with its own 'brand' image. - Set, develop and enforce ethics, values and standards that cut across all NNGO activities.	The NNGO shall have leaders that motivate individuals at all levels to successfully carry out their duties, and aim to

		3. Carry out leadership development training tailored to different needs at all levels across the NNGO. 4. Promote an inclusive work environment, free from harassment, discrimination and bullying of any kind, and where male and female staff shall thrive to reach their full potential.	retain and promote them, regardless of sex, age, ethnicity or religion.
7.	Risk Management	1. Establish and utilise processes to effectively identify risk across the range of NNGO activities 2. Demonstrate logical processes and systems for the analysis of risk 3. Develop systems and processes that can be used to prioritise risk 4. Develop methodologies that are used to construct responses to identified risk 5. Establish systems for the ongoing monitoring and review of risk 6. Ensure the design and use of policies meant to shield against risk, including those on the prevention and response to sexual exploitation and abuse, prevention of violence, sexual harassment, abuse of power and retaliation in the workplace, and ensure reporting mechanisms and policies are well understood and in use by all staff.	The NNGO shall have a comprehensive and realistic risk management tool in place.
8.	Resource mobilisation	1. Develop and utilise an effective resource mobilization strategy 2. Identify and target potential funding streams nationally and internationally 3. Develop a range of supporters of the organisation 4. Develop a media engagement strategy that facilitates the resource mobilisation strategy 5. Establish alliances with national and international authorities	The NNGO shall be capable of securing its own resources in order to sustain and develop its ongoing activities.
9.	Gender and diversity responsive programming.	1. Develop and utilize gender policies that foster a respectful working environment where men and women can thrive, and empower women. 2. Develop and utilize disability policies that create an enabling environment for people living with disabilities and encourage them to thrive and reach their full potential. 3. Create a workspace that is accessible for people with disabilities; 4. Develop and utilize protection policies that safeguards and maintain the dignity of the beneficiaries in the field.	

		5. Create a whistleblowing system that is confidential and leads to an accountable process and holds any misconduct responsible.	
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Target Beneficiaries:

1. The nationalisation approach shall target a national EORE organisation registered and accredited in Federal Iraq.
2. The risk mitigation measure should target to reverse the risk-taking behaviour of a 'reckless' and/or 'forced' group, as selected using a community-based approach.
3. The EORE sessions will target populations affected by EO, including but not limited to returnees, local community members, IDPs with immediate intentions to return, local authorities and humanitarian workers.

Project Location(s): The project location will be in **Sinjar district**. Selections should be based on a thorough needs assessment and be in consultation with the local communities, local authorities, based on humanitarian needs, and coordinated with the DMA and other mine action operators in the area and who have worked previously in the area.

UNMAS Iraq reserves the right to change areas of operations within the governorate at short notice, if necessary to keep up the changing dynamic of Iraq.

Project Timelines: The proposed start date for the grant will be **20 May, 2021** and must be concluded within 12 months ie. by **19 May, 2022**. Applicants should note that these dates may be subject to change depending on factors that include, but are not limited to the number, quality, and value of the proposals received, which may affect the duration of the proposal evaluations and award stage.

Project Budget:

The proposed budget ceiling for the grant award is a maximum of **USD 700,000 ("Seven Hundred Thousand United States Dollars")**. Applicants should consider this budget ceiling for the design of their Outputs and Activities; and determining teams and targets. Best value for money should be considered in preparing the financial proposal whilst ensuring the effective achievement of grant targets within the defined budget. UNOPS reserves the right to request further information that will demonstrate reasonableness of proposed costs.

Implementation of the grant is subject to funding outside the control of UNOPS, and as such, where sufficient funds are not made available to UNOPS by its funding sources, UNOPS reserves the right to either introduce expenditure ceilings; or terminate the relevant Grant Support Agreement in accordance with Article 16.1 of the UNOPS General Conditions for Grant Support Agreements.

Equipment: Any equipment purchases necessary to carry out the activities in this CFP are not to be charged directly to UNOPS in the grant proposal budget. Rather, organizations should procure equipment from their own funds and lease it to UNOPS at a competitive rate. All lease costs included in budgets will be carefully considered during the evaluation of grant proposals and will contribute to considerations of reasonableness of cost in the proposal.

Please refer to the Section 8: "Special Conditions" of the CFP Annex C for information regarding Asset categories and purchase; and the CFP Annex D: "Grantee Procurement Plan and Asset Log Template" for details regarding the Useful Life of Assets, and depreciation calculations.

Communication and Visibility: United Nations Mine Action Service ("**UNMAS**") Iraq is a programme implemented by UNOPS under the Financial Regulations and Rules of UNOPS, but under the overall oversight and strategic

direction of the United Nations Mine Action Service, a section of the UN Secretariat's Department of Peace Operations ("DPO").

The Grantee will be expected to increase the visibility of the UNMAS and the relevant donors during the implementation of the grant. The relevant donors will be communicated to the winning applicant. Any required exemptions to this clause will be discussed with UNMAS Iraq.

Grant Audit: Following completion of the grant, the selected Grantee will be subject to an audit to evaluate its performance in terms of its financial operations and reporting.

The Grantee is responsible for ensuring that proper accounting records are maintained for preparing the financial report(s), and for making available to the auditors, as and when required, all accounting records and other relevant records and information. The responsibility for safeguarding the assets of the Grant and for the prevention and detection of fraud, error and non-compliance with the Grant rests with the Grantee.

It is mandatory to agree to an audit of the grant as a condition for submitting an application in response to this CFP. For further details on the scope of the audit and the responsibilities of each party, please refer to the attached CFP Annex G: UNOPS Grant Audit Terms of Reference.

Insurance Requirements

With reference to Article 1.6 of the UNOPS General Conditions for Grant Support Agreements, the selected Grantee shall bear responsibilities in respect of life, health, accident, travel or any other insurance coverage for any person who may be necessary or desirable for the purpose of this grant or for any personnel undertaking activities under this grant.

Except for any self-insurance program maintained by the selected Grantee and approved by UNOPS for purposes of fulfilling the Grantee's requirements for maintaining insurance under the grant, the selected Grantee shall therefore take out and maintain insurance with reputable insurers that are in good financial standing and that are acceptable to UNOPS. Prior to the commencement of any obligations under the Grant Support Agreement, the selected Grantee shall provide UNOPS with evidence, in the form of a Certificate of Insurance or such other form as UNOPS may reasonably require, that demonstrates that the Grantee has taken out insurance in accordance with the requirements of the grant.

UNOPS reserves the right, upon written notice to the Grantee, to obtain copies of any insurance policies or insurance program descriptions required to be maintained by the selected Grantee under the Grant Support Agreement. The selected Grantee shall promptly notify UNOPS concerning any cancellation or material change of insurance coverage required under the grant.

Preventing Sexual Exploitation and Abuse

The selected Grantee shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its Personnel or any other persons engaged and controlled by Grantee to perform any activities under the Agreement. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, Grantee shall refrain from, and shall take all reasonable and appropriate measures to prohibit its Personnel or other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favors or activities, or from engaging any sexual activities that are exploitative or degrading to any person. The United Nations shall not apply the foregoing standard relating to age in any case in which Grantee's Personnel or any other person who may be engaged by Grantee to perform any activities under the Agreement is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is

recognized as valid under the laws of the country of citizenship of such Grantee's Personnel or other such person who may be engaged by Grantee to perform any activities under the Agreement.

Section 4. Reporting Requirements

The selected Grantee will be required to submit, in English, the following report(s) as applicable at regular intervals as specified in the Grant Support Agreement:

1. Progress (and Final Reports) comprising a narrative summary of the progress of implementation (including details of mobilization) and any relevant updates to the grant; along with the following:
 - a. An update of progress against the Grantee's Logical Framework;
 - b. An update of progress against the Grantee's Implementation Plan;
 - c. Case Study Reports (as applicable);
 - d. Weekly Statistical Reports
 - e. Final Narrative Summary Report
 - f. Financial Reports (Interim and Certified Final);
 - g. Procurement Plan and Asset Log update;
 - h. Personnel/Recruitment update;
 - i. Risk Log update
2. Audit Report (as applicable)
3. KAP Survey Report

The specific reporting templates and requirements are annexed to this CFP directly, or will be shared with the selected Grantee as part of the finalization of the Grant Support Agreement.

Section 5. Evaluation Criteria

Please refer to CFP Annex A: Grant Application Template, which explains the expected content **to ensure you have provided all relevant information to demonstrate your responsiveness to the below-stated Evaluation Criteria.**

STAGE 1: ELIGIBILITY AND FORMAL REQUIREMENTS

Component 1: Organizational Background and Capacity to implement the grant activities

Minimum Requirements/Qualifications

This criteria is reviewed on a pass/fail basis. Any organisation that fails one or more of the eligibility criteria, or fails to submit any of the relevant documents requested in Section 1, is automatically disqualified from the application process. **In case of Consortium submissions, all Consortium partners combined must meet the evaluation criteria stipulated herein.:**

No.	Minimum Requirements/Qualifications Criteria	Pass/Fail	General remarks
1	Grant applications shall only be accepted from International not-for-profit Non-Governmental Organisations (as the lead Applicant representing a consortium between itself and a National NGO) that are registered to operate in Iraq. No governmental agencies, departments, or ministries are eligible.		Applicant(s) must provide proof of: 1. Status as a non-profit NGO; 2. Registration in the programme country;
2	Grant applications will only be accepted from an INGO and NNGO consortium whereby the NNGO does not have an existing partnership with another INGO for project(s) with a similar purpose (ie. Capacity development)		An authorized representative of both the INGO and NNGO organizations must affix their signature to the CFP Annex A: "Grant Application Template", in confirmation of the acceptance of this condition.
3	Organizations must demonstrate a minimum experience as per below: 1. INGO: must have five years of experience, in implementing successful Explosive Ordnance Risk Education projects in Iraq; OR At least 10 years of relevant experience of the Senior Management for newly established NGOs/ start ups. 2. NNGO: Should have at least one year of experience in conducting Explosive Ordnance Risk Education in Iraq.		Both the INGO and NNGO must detail their experience in mine action projects in the programme country. Applicants must also submit: 1. CFP Annex A, Appendix 7: "List of Past Experience"; and 2. Final Report and/or Reference Letter from the most recent non-UNOPS Project in Iraq. For organizations without the minimum years' experience, the CVs of the organization's entire Senior Management must be submitted, as well as CVs for the proposed Project Manager and Technical Lead.

4	Both the lead INGO, and the NNGO must possess valid accreditation for conducting Explosive Ordnance Risk Education from the Directorate of Mine Action at the time of submission of their proposal. The validity of such accreditation must run for at least the entire project duration. Applicants will be expected to explain the status of renewal if accreditation expiry falls within the project duration.		Applicant(s) must provide proof of accreditation to conduct the relevant project activities.
5	Applicant organizations must confirm their acceptance/adherence to the: 1. Grant Support Agreement; 2. General Conditions for Grant Support Agreements; 3. Grant audit (as applicable); 4. Insurance Requirements outlined in Section 3: "Scope of Work"; and 5. The conditions on 'Preventing Sexual Exploitation and Abuse' outlined in Section 3: "Scope of Work".		An authorized representative of both the INGO and NNGO organizations must affix their signature to the CFP Annex A: "Grant Application Template", in confirmation of the acceptance of these conditions.

STAGE 2: TECHNICAL EVALUATION

The Applicants' proposals must adhere to the criteria below:

No.	Technical Evaluation Criteria	Points Obtainable	How Applicants should Demonstrate Meeting Criteria
Component 2: Project Rationale and organization capacity			
1	Understanding the problem Does the applicant link their understanding of the EO problem in Iraq with the topic of national leadership and technical support	5	1. Applicants present a clear summary of the problem and sound analysis of its causes. 2. Applicants have insights to macro issues and the local context and understand how the problem is experienced by people, including the differential impact on vulnerable and marginalised groups such as women and

			children. 3. Projects with a compelling evidence base will be scored higher.
2	Organizational capacity, relevant experience and lessons learned Does the organisation demonstrate organizational and technical capacity to successfully carry out the activities identified in this CFP?	5	1. Applicants must describe their comparative advantage, how and why their organization is best placed to deliver this project, from both a technical and administrative perspective. 2. Applicants must demonstrate recent, relevant experience and are encouraged to capture their efforts in addressing challenges, including those related to operational delivery and gender mainstreaming. 3. Applicants should explain how lessons learned will factor in the implementation of this grant. 4. Applicants are encouraged to describe how any other projects they are implementing will complement this one. 5. Applicants must demonstrate their organization's capability to implement multiple projects, including simultaneously with this proposed grant. 6. For Applicants with ongoing or completed engagements with UNOPS/UNMAS, a Reference Letter or Final Report is required to be submitted from the most recent non-UNOPS project, and the Evaluation Committee will consider the Applicant's overall performance in ongoing and/or completed UNOPS/UNMAS engagements in awarding points under this criterion.
	Total max points	10	

Component 3: Project Design, Technical Approach, and Results			
3	Project Design	7	1. Does the project provide a clear and logical response to the problem and needs identified? 2. Does the project design incorporate the specific requirements of the CFP as stated in the "Background and Rationale" sub-section of the Section 3: Scope of Work?
4	Stakeholders	4	1. Are direct and indirect beneficiaries clearly identified - does the proposal clearly explain which beneficiaries will be targeted and where? Projects with a clear and compelling target group will be scored higher. Consider social groups (IDPs, Host communities, flood affected people, refugees) and geographic distribution of the beneficiaries. 2. Does the proposal have clear beneficiary accountability mechanisms which will include vulnerable or minority groups such as women and children? 3. Are stakeholders, critical to the success of the project identified, with a clear understanding of how their contribution to the project will be realized?
5	Technical Approach	14	1. Is the proposed approach technically sound? 2. Is this approach considered to be an efficient way to deliver the activities and achieve the proposed outputs? 3. Is the technical approach feasible given the operating environment (e.g. access/security/ climatic conditions)?

6	Team Structure	6	1. Is the team structure and location suitable for the delivery of the technical response and broader project activities? 2. Does the applicant describe and justify its plan for team composition and size? 3. Is the level of effort for positions clear (ie which positions will be dedicated 100% to the project versus shared positions? 4. Is the level of recruitment required to mobilize this project acceptable?
7	Qualifications of Key Personnel and/or Senior Management Team proposed	4	The Curriculum Vitae (CV) of the Project Manager and Technical Lead proposed for this project shall be submitted. The CVs should clearly show: • The position the person will be carrying out. • Technical qualifications and experience • List of applicable certifications/ courses • Language skills CVs of the Senior Management Team, preferably in the country of operations, must be submitted for: 1) Applicants not meeting the required number years of organization's experience; and/or 2) Applicants unable to provide the CVs of proposed Key Personnel
8	Personnel Recruitment and Contingency Plan	2	Applicants have submitted a comprehensive plan on how to recruit and retain qualified personnel to support the implementation of the grant with a strategy on managing staff turnover to ensure minimum disruption to the implementation Submission of qualified alternate candidates shall be scored favorably.

9	Results (including the Logical Framework)	8	- Has the applicant identified tangible Outputs that clearly support the achievement of the Project Outcome(s)? - Does each Output have a clear, sufficiently detailed set of activities that will lead to its delivery? - Do the Outputs and Activities show a logical connection to the Project Outcomes defined in the CFP? Are all the key Activities described in the project design and technical approach captured in the logical framework? - Do the Outputs and Activities have clearly defined, realistically ambitious targets? - Do the indicators provide a true measure of the result and is the means of verification a realistic way to capture the information required? - Will data be appropriately disaggregated, including by age and gender?
10	COVID-19 Response	7	- Applicant(s) clearly explain how they plan to comply with Government regulations; adhere to best practices in health and safety; and protect staff and beneficiaries from the risks of COVID-19. - Does the proposal have a sound and reasonable alternate methodology for achieving the intended outputs in the event that operations are hindered/halted due to COVID-19? - Does the Applicant clearly explain how it will handle rotations for international personnel if there is a quarantine requirement and/or visa restrictions for entering the programme country?
	Total max points	52	
Component 4: Cross-Cutting Issues			

11	Gender	7	1. Does the proposal demonstrate an understanding of the different needs and requirements of women, men, girls and boys both in terms of internal processes and project delivery? 2. Is there a clear plan for data to be appropriately disaggregated by age and gender? 3. Is it evident that Gender Mainstreaming has been considered in the development of the team structure(s)? 4. Are the activities and outputs gender responsive? Are the indicators and targets gender disaggregated where relevant?
12	Environmental Protection	3	Does the proposal outline what environmental protection guidelines and principles the organisation follows and demonstrate how these principles will be mainstreamed throughout the project cycle.
13	Health and Safety	3	Are health and safety considerations clearly described with a sound risk mitigation plan (in terms of planned assessments, provision of training and equipment)?
14	Other cross-cutting issues	3	Does the applicant present other relevant issues, clearly describing how the project will address or contribute to them?
	Total max points	16	
Component 5: Implementation Plan			
15	Implementation Plan	5	1. Are all the activities from the Logical Framework reflected in the Implementation Plan?

			- Is the Implementation Plan feasible and sufficiently detailed? - Does the proposed activity period and schedule of implementation represent most efficient use of the resources? Look for: - Unnecessarily long project implementation periods, resulting in undue expenditure in recurrent costs - Unrealistically short project implementation periods, with high potential for project revisions and extensions
	Total max points	5	
Component 6: Monitoring, Quality and Project Management Systems			
16	Monitoring	6	- Applicants should complete the given "Indicator Monitoring Plan" template in CFP Annex A, Appendix 5, and identify how they will carry out the monitoring of project activities. - Are the tools proposed to measure the indicators appropriate? - Is the frequency of data collection sufficient to meet UNOPS PSC reporting requirements? - Will data be adequately and appropriately disaggregated?
17	Quality and Project Management	5	- The proposal demonstrates a sound approach to quality management, including evidence of a working internal quality management system with SOPs that benchmark quality standards - The proposal explains how the project's progress towards agreed targets will be continually reviewed, how underperformance

			will be assessed and course correction pursued.
	Total max points	11	
Component 7: Risks to Successful Implementation			
18	Risk identification and mitigation	6	Does the proposal identify risks, across key categories (including finance, stakeholders, operations, people)? Does the proposal provide appropriate risk rating and adequate responses to mitigate the risk likelihood and/or impact?
	Total max points	6	
	OVERALL TECHNICAL TOTAL (max)	100	70 points = 70% passing threshold

STAGE 3: FINANCIAL EVALUATION

Component 8: Grant Budget Breakdown, Justifications, and Assumptions

The Financial Proposal will only be opened for grant applicants that achieve the minimum threshold score of 70/100 points for the Technical Proposal. Technical Proposals that score above this threshold shall be checked for any arithmetic errors in computation and summation.

The Financial Proposal will be evaluated using the following formula to calculate scoring based on the total cost of each Financial Proposal; and will be assessed against the qualitative information submitted in response to Component 8 the CFP Annex A:

- 1. Total Cost (25 points):** A maximum of 25 points will be allocated to the Financial Proposal with the lowest price. Financial Proposals from other substantially compliant grant applicants will be scored according to the following formula:

Points for the Financial Proposal being evaluated =

$$25 \times [\text{Lowest price}] \div [\text{Price of proposal being evaluated}]$$

Example: The maximum number of points for the Total Cost is 25. Applicant A's price is the lowest at \$10.00. Applicant A receives 25 points.

Applicant B's price is \$20.00. Applicant B receives $(25 \times \$10.00) / \$20.00 = 12.5$ points

2. Budget Justification (5 points):

2.1. Sufficient narrative in comments/justification column of the Grant Budget Template explaining budget lines and lump sums and realistic unit costs

2.2. Sufficient narrative explaining the appropriate allocation of funds between budget categories; and the budget assumptions made.

Section 6. UNOPS Grant Support Agreement and General Conditions

The UNOPS Standard Grant Support Agreement (GSA) containing the UNOPS General Conditions for Grant Support Agreements (Annex C of the **UNOPS Grant Support Agreement template**) is herewith attached as CFP Annex C. The GSA constitutes an integral part of this CFP as it is mandatory to accept this agreement with its General Conditions before submitting a proposal.