



Iraq Venture Partners

REQUEST FOR PROPOSAL

Call For Proposals Scale Iraq
2023001

RFP Release Date:	24 January 2024
Proposal Submission Deadline:	10 February 2024
Question/ Inquiry Submission Deadline:	5 February 2024

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I. INTRODUCTION

A. COMPANY BACKGROUND

Iraq Venture Partners (IVP) is a venture capital firm based in Baghdad, Iraq. It was founded with the aim of providing smart capital and support to exceptional Iraqi startups. IVP focuses on investing in startups in various sectors, including technology, internet, and communication. They aim to fuel entrepreneurship and innovation in Iraq by supporting early-stage companies with growth potential. IVP partners bring their expertise and experience in launching, scaling, and managing ventures in Iraq, helping startups capture the Iraqi market. In addition to providing financial capital, IVP also offers operational support, strategic guidance, and assistance in becoming investment ready.

B. PROGRAM BACKGROUND

Iraq Venture Partners (IVP) is implementing "ScaleIraq" a project that is part of underscoring their commitment to fostering economic development and technological progress within Iraq through the growth of its vibrant tech startup community. Iraq has experienced an evolving entrepreneurial landscape over the last four years, where numerous donor-funded initiatives have significantly supported tech entrepreneurs in the idea and pre-seed stages. Particularly, in Erbil and Baghdad, these pivotal programs have engendered a foundational startup ecosystem as of 2023. Despite these strides, the entrepreneurship support organizations (ESOs) grapple with challenges posed by the necessity to implement standardized incubation and acceleration programs.

This standardization and support uniformity, albeit essential for providing equal assistance to all beneficiaries, inadvertently yields inefficiencies. The nuances of the technical assistance provided often fall short of meeting the diverse needs of the entrepreneurs, being either too elementary for some or inefficient for others. In light of this, there is a pressing need to optimize the technical assistance provided to each entrepreneur, ensuring it is commensurate with their unique needs and potential to achieve the project outcomes.

Iraq Venture Partners (IVP) aims to address these inefficiencies through a targeted initiative designed to maximize the return on granted capital. The program endeavors to provide tailored technical assistance that is not only reflective of the unique needs of each beneficiary but is also strategically allocated to those with the highest probability of success. Through a nuanced understanding of the entrepreneurial landscape and the challenges at hand, the program is committed to fostering an environment where startups not only thrive but also contribute significantly to the local economy.

The program is structured meticulously into phases, with each phase playing a critical role in the realization of the project's objectives. The initial phase involves the groundwork necessary for the program's launch, including finalizing contracts, recruiting essential personnel, and engaging service providers. The subsequent phase is pivotal, encompassing the implementation of 1-on-1 Support Packages and Regional Exposure Activities designed to provide bespoke support to selected startups and enhance their visibility in the regional entrepreneurial ecosystem. The final phase of the program is dedicated to reviewing and consolidating the gains made, with a focus on evaluating the investments raised by the beneficiaries and documenting the project's impact.

Through a nuanced and phased approach, the IVP program is not just an investment in individual startups but a broader commitment to nurturing a vibrant and responsive entrepreneurial ecosystem

in Iraq. The initiative is positioned to be a catalyst for change, driving innovation, fostering talent, and ultimately contributing to the economic development of the region. With a clear focus on tangible outcomes and sustainable impact, the IVP program is poised to be a cornerstone for entrepreneurial success in Iraq, laying a solid foundation for future initiatives to build upon.

II. PURPOSE

The purpose of the Request for Proposals (RFP) is to solicit proposals from qualified service providers who can offer specialized expertise and services to support the Scale Iraq program implemented by IVP. The RFP aims to identify and select third-party individuals and institutions capable of delivering specific support packages tailored to the unique needs of early-stage Iraqi startups. These packages encompass technical enhancements, governance, financial reporting, strategy development, fundraising assets, and legal assistance. The specialized package encompasses consulting and assistance for execution within all 5 categories mentioned below. The RFP process seeks to ensure the highest quality of service providers who will play a vital role in the success of the program by contributing their expertise to empower Iraqi startups and further enhance the tech ecosystem within the country.

III. SCOPE OF WORK

Iraq Venture Partners (IVP) seeks to pre-select a pool of eligible individual and institutional service providers in the domains of technical upgrade, governance and financial reporting, strategy development, fundraising assets, and legal setup. This pre-qualified consortium will be efficiently contracted through a streamlined procurement mechanism to execute various service provisions essential for the project's success.

The selected service provider will contribute to the success of IVP project aimed at supporting tech entrepreneurs in Iraq through a series of planned interventions. These are designed to optimize the technical assistance provided to beneficiaries, ensuring tailored support that maximizes the probability of achieving desired project outcomes.

- 1) Service Identification: Based on the comprehensive gap assessment conducted by IVP, specific service needs for the startups are identified.
- 2) Provider Matching: Pre-selected service providers are then matched with startups based on the identified service needs and the providers' expertise.
- 3) Action Plan Development: A tailored technical action plan is co-created with each service provider and the respective startup to address the identified gaps.
- 4) Service Implementation: Service providers commence the provision of agreed-upon services to the startups, under the vigilant oversight of IVP.

Pre-selected service providers will collaboratively design and implement solutions, working closely with IVP's technical advisors and the beneficiary startups, to address the identified growth constraints of each startup. The service provision includes but is not limited to:

- Technical Product Upgrade
- Governance and Financial Reporting Setup
- Strategy and KPIs Development
- Fundraising Assets Provision
- Legal Setup Assistance

A. TECHNICAL TASKS DESCRIPTION

To address the challenges of startups requirements and the lack of guidance, Scale Iraq aims to tackle 5 different categories through the 1 on 1 package. Each category will be divided into 3 tiers. IVP will determine the tier required through a conducted need assessment and will share the results with the selected institutions that are specialized in the category. The results shared will highlight the tier of training required as well as the number of hours required.

- Technical Product Upgrade:** The Technical Product Upgrade encompasses a meticulous assessment of the startup's technology, ensuring it is not only robust but also scalable and resilient. This initiative will involve a systematic review and potential restructuring of the product's technical roadmap, focusing on the future development and roll-out of essential features. To facilitate the implementation of this refined roadmap, there will be a deliberate focus on identifying and recruiting pivotal technical roles. This process will be accompanied by expert consultancy support to assist startups in attracting top-tier talent for positions such as Chief Technology Officers and senior developers, while also advising on the incorporation of effective talent retention strategies.

	Tier 3	Tier 2	Tier 1
Technical Assessment	Basic technical assessment to assure technical scalability and resiliency of the technology behind the product/service	Basic technical assessment to assure technical scalability and resiliency of the technology behind the product/service	Full fledge technical assessment to assure technical scalability and resiliency of the technology behind the product/service
Tech features roadmap	NA	Product Road Map review & adjustments recommendation	Product Road Map deep dive and restructuring or build from scratch action plan
Talent identification & recruitment	NA	Recommendations on Technical HR hiring and retention	Tailored HR consultancy for recruitment of CTO and senior developers along with vested equity & ESOP schemes

- Governance and Financial Reporting Setup:** Governance and Financial Reporting Setup activities are designed to identify and bridge the gaps in the existing accounting and financial processes within startups. Initially, there will be an evaluative phase where current processes are scrutinized, and a concise plan is formulated to address immediate needs. Following this, startups will receive assistance in developing and implementing standard operating procedures (SOPs) for accounting and financial reporting, ensuring consistency and compliance with industry standards. Furthermore, this segment will provide indispensable support in the recruitment of financial controllers and accountants, facilitating a smooth transition of duties to these new roles to fortify the startup's financial governance structure.

	Tier 3	Tier 2	Tier 1
Gaps Identification	Evaluation of current accounting and financial processes and short-term plan to address gaps	Evaluation of current accounting and financial processes and short-term plan to address gaps	Evaluation of current accounting and financial processes and short-term plan to address gaps

SOPs establishment	Establish accounting and financial reporting Standard Operating Procedures	Establish accounting and financial reporting Standard Operating Procedures	Establish accounting and financial reporting Standard Operating Procedures
Talent Recruitment	NA	Supporting recruitment of financial controllers and accountants & Transfer duties to recruited team	Supporting recruitment of financial controllers and accountants & Transfer duties to recruited team
Financial Records Compilation	NA	NA	Compilation of basic financial statements (historical), as well as financial projections to evaluate during the DD process

- **Strategy and KPIs Development:** The Strategy and KPIs Development activity begins with a thorough assessment of each startup's existing business performance metrics, followed by a refinement process to align these metrics more closely with their strategic objectives. The startups will receive expert advice and support in fine-tuning their growth plans, ensuring these are realistic, scalable, and tightly aligned with both financial projections and market dynamics. In addition, this activity will involve the development and installation of short-term and long-term Key Performance Indicators (KPIs), along with the establishment of regular performance monitoring practices, thus providing startups with a clear roadmap and measurable targets for success.

	Tier 3	Tier 2	Tier 1
Business Performance Metrics	Assessment of current business metrics	Assessment of current business metrics	Assessment of current business metrics
Growth Plan Fine-Tuning	High Level Assessment of the scalability/growth plan	Overview critique of the scalability/growth plan and link it to financial projections	Deep Dive into the scalability/growth plan and link it to financial projections
Key Performance Indicators Review	NA	Development of short-term and long-term KPIs	Development of short-term and long-term KPIs dashboard and establishment of performance monitoring practices
Match Making with Subject Matter Experts	NA	NA	Connections with relevant consultants on specific scaling up topics required for startup to meet its plan's objectives (consultants' costs not included in the package)

- **Fundraising Assets Provision:** Fundraising Assets Provision is crucial for securing investment, and this activity is multifaceted. Firstly, startups will receive assistance in organizing and optimizing their data rooms, ensuring these crucial assets align with their go-to-market strategies and financial needs. Further support will be provided in refining and enhancing the startups' investor pitch decks, alongside delivering training to improve their presentation and pitching skills. A significant part of this activity is making introductions and facilitating connections between startups and a broad network of potential investors, providing invaluable support in the fundraising process.

	Tier 3	Tier 2	Tier 1
Data Room	Data Room Review	Data Room Review	Reworking Data Room Assets: Matching Go to Market plan with financial requirements; Growth Road Map & Milestone Setting; Financial Projection Review
Investor Pitch	Basic Pitching Training & Review	Pitch Deck Upgrade Pitching Skills and Training	Pitch Deck Upgrade Pitching Skills and Training
Investors Connection	Referral to IVP network of MENA & International Investors	Referral to IVP network of MENA & International Investors	Referral to IVP network of MENA & International Investors

- **Legal Setup Assistance:** Legal Setup Assistance provides invaluable support to startups navigating the complex legal landscape of business registration and operation. This activity offers expert consultation on selecting the appropriate jurisdictions for registration and provides guidance on the options available for the establishment of legal entities, whether Special Purpose Vehicles (SPVs), Holding Companies, or operational entities within specific regions. Furthermore, startups will receive hands-on assistance in the process of entity setup, bank account registration, and crafting essential legal documentation, such as shareholder agreements and capitalization tables, effectively smoothing the path for legal compliance and operational readiness.

Through the Legal Set Up package, the Iraqi startup will be provided with:

- Evaluation and recommendations of jurisdictions and registration options for startup for the establishment of:
- Special Purpose Vehicle (SPV) or Holding Company setup.
- Operational company in Baghdad or KRG
- Implementation of above entity registrations and assistance with the entities' bank account registration
- Registration of shares and other necessary legal work (relevant trade licensing, etc.)
- Provisions of Shareholders Agreements
- Establishment of Cap Table

A. DELIVERABLES

The chosen institutions will be expected to execute the following deliverables. It is important to note that the deliverables should be followed by execution assistance, and not only limited to coaching or capacity building.

1. Technical Product Upgrade Deliverables:

- A comprehensive technical assessment report outlining the strengths, weaknesses, and recommendations for the technology deployed by the startups.
- A refined or newly developed product roadmap, providing a clear and strategic plan for future technology development and feature rollouts.
- Recruitment strategy and plan, along with a list of recommended hires for key technical roles, ensuring the right talent is brought in to execute the roadmap effectively.

2. Governance and Financial Reporting Setup Deliverables:

- A gap analysis report detailing the current state of accounting and financial processes within the startup and providing short-term plans to address identified gaps.
- Standard Operating Procedures (SOPs) documentation for accounting, financial reporting, customized and monitoring and evaluation for the unique needs and structure of each startup.
- Recruitment support, resulting in the successful hiring of financial controllers and accountants who are fully transitioned and integrated into their roles within the startups.

3. Strategy and KPIs Development Deliverables:

- A detailed assessment report of the current business performance metrics used by the startup, with recommendations for improvement and optimization.
- A revised and fine-tuned growth plan that is realistic, strategically sound, and aligned with financial projections and market demands.
- Establishment of a KPI dashboard and performance monitoring practices, providing startups with ongoing insights and measurable targets for success.

4. Fundraising Assets Provision Deliverables:

- A well-organized and optimized data room that aligns with the startup's go-to-market strategy and financial needs. The data room should include all files including legal, pitch deck, strategies, financial, monitoring and evaluation records...)
- A refined and enhanced investor pitch deck, accompanied by training documentation and resources to improve pitching skills.
- Formal introductions and facilitated connections with potential investors within the network, supporting the startup's fundraising efforts.

5. Legal Setup Assistance Deliverables:

- A consultation report offering recommendations on jurisdictions and registration options appropriate for each startup.
- Legal documentation necessary for the establishment of legal entities (SPVs, Holding Companies), including registration papers, shareholder agreements, and capitalization tables.
- Assistance and support in the completion of all legal setup processes, including entity and bank account registrations, ensuring startups are legally compliant and operationally ready.
- Each of these deliverables will be systematically documented, reviewed, and approved by the relevant stakeholders to ensure they meet the predefined criteria and standards set for the project.

NB: Refer to [Appendix C](#) for the full services. If you can provide additional services, please add them to the list under the right category.

IV. CONTRACT MECHANISM & TERMS OF PAYMENT

Iraq Venture Partners (IVP) – Scale Iraq Procurement Department, is set to issue a Blanket Purchase Agreement (BPA) to a qualified Offeror, who will serve as the primary service provider in one of these specific categories of the project. This BPA will establish a streamlined framework, allowing IVP to efficiently call upon the service of the selected Offeror as needed.

The BPA will detail the terms and conditions, including the scope of work, responsibilities of the Offeror, and the process for issuing and fulfilling task orders. This contract mechanism is chosen for its flexibility, allowing IVP to maintain a high level of control over the project's various components while ensuring timely and effective service delivery.

After the Blanket Purchase Agreement (BPA) is signed, Iraq Venture Partners (IVP) – Scale Iraq Procurement Department will operate within the framework of the agreement during the project's implementation phase. As specific needs arise, identified through a thorough need assessment for participating startups, IVP will issue Task Orders to the qualified offeror on each subcategory.

Upon receiving the Task Order, the qualified offeror is expected to respond accordingly on the shared template that will be provided by IVP. It should comprehensively outline the following:

- 1- **Detailed Evaluation/Recommendation:** A clear evaluation and Recommendations of the work to be carried out in response to the specific task outlined in the Task Order.
- 2- **Team Composition:** Information about the team members who will be engaged in executing the task, highlighting their roles and expertise.
- 3- **Costing Details:** A detailed breakdown of the costs associated with executing the task, including any relevant justifications for the proposed expenditure based on the costing provided in the proposal that was accepted.

The template will guide the offeror in structuring their response to ensure that all necessary information is communicated effectively and efficiently. This process is designed to maintain transparency and alignment with the project's objectives, facilitating a smooth and effective collaboration between IVP and the service provider.

NB: Under the BPA, IVP reserves the right to issue task orders to other service providers for selected subcategories. This approach is designed to effectively manage timelines and due dates, ensuring that specific needs within the project's scope are met promptly and efficiently.

Terms of Payment:

Payment terms under the issued contract will be established to facilitate a smooth flow of funds that supports the timely and efficient delivery of services. Typically, payments will be released upon the completion and approval of predetermined milestones or deliverables as stipulated in the contract. The payment schedule may include an upfront payment, interim payments based on progress, and a final payment upon successful completion and acceptance of all deliverables by IVP. Specific payment terms, including invoicing procedures, payment timelines, and any applicable taxes or deductions, will be detailed in the contract to provide a clear understanding and agreement between the parties involved. All payments will be subject to verification of services rendered and acceptance of deliverables by IVP. The Offeror will be required to submit appropriate documentation, including invoices, progress reports, and any other required paperwork as proof of work completion for each payment request.

This approach aims to create a mutually beneficial arrangement, safeguarding the interests of both IVP and the Offeror, and promoting a collaborative and successful partnership throughout the duration of the contract.

V. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

A. INSTRUCTIONS FOR PROPOSAL PREPARATION

The selection committee will evaluate the Offerors based upon their written technical and financial proposals. Each section will be evaluated according to the criteria for evaluations in Section V. Offerors are expected to examine the specifications and all instructions in the RFP. Failure to do so is at the Offeror's risk. Interested Offerors must provide the following:

1. CAPABILITY AND TECHNICAL EXPERIENCE STATEMENT

Demonstrate capabilities and technical experience by providing the following:

- a. Organization Overview
- b. Detailed Activity Plan for Each Category, the Organization is willing to Apply to.
- c. Previous Experience (specially with similar projects if any)
- d. Partner/Subcontractor (If applicable)
- e. Website / Social Media.
- f. Monitoring & Evaluation plan

2. PROJECT STAFFING

Identify the project staffing, their role within the organization, their expertise. Include no more than a half-page bio sketch for each individual considered essential for the successful implementation of this contract.

3. Financial PROPOSAL

Offerors will submit a proposed budget in English with their proposals in a separate file via email. labeled "1 on 1 Packaging Scale Iraq Proposal." Pricing is expected to be fair, reasonable, allowable, allocable, and cost-effective, and shall be subject to a cost/price realism analysis.

Offerors must propose a fixed hourly rate (inclusive of salary and any profit or overhead) for each category. Offerors shall ensure no pricing information mentioned in the technical proposal.

The proposed budget will have sufficient detail to allow evaluation of elements of costs proposed. Budgets should be submitted in USD currency. IVP reserves the right to request any additional information to support detailed cost and price and the right to re-negotiate cost and price upon first selection.

4. REFERENCES

Please include three client references and contact information. References should have worked with your organization within the past two years in connection with the countries or regions applicable to this RFP.

B. INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

1. The technical and Financial proposals shall be separately bound and identified as such (or sent via email). Each volume shall be clearly identified with the RFP number and the Offeror's name.

All responses to this RFP must be received no later than the submission deadline on the cover page of this RFP.

Faxed offers are not acceptable.

2. All inquiries and requests for information regarding this RFP must be submitted by email to the following no later than the question/inquiry submission deadline on the cover page of this RFP. Reference the RFP number in all questions/inquiries.

Email:

Procurement@iraqventurepartners.com

3. Iraq Venture Partners will not compensate Offerors for their preparation of responses to this RFP.

VI. CRITERIA FOR EVALUATION

Iraq Venture Partners will evaluate proposals based on a best-value determination; Offerors should submit their most competitive price proposal. Proposals will be evaluated using the following criteria:

- The Technical part will be evaluated as 60% of the total score.
- The Financial Part will be evaluated as 40% of the total score.

The evaluation committee will review the technical proposal based upon the technical criteria listed above. The financial proposals will be reviewed to ensure they are complete and free of computational errors. The committee will also assess the reasonableness of costs and the cost-effectiveness of the budget, and will determine whether the costs reflect a clear understanding of project requirements. A contract will be offered to the responsible Offeror whose proposal follows the RFP instructions and is judged to be the most advantageous to Iraq Venture Partners.

VII. SOLICITATION PROCESS

Once the RFP is released, the Offerors must prepare a formal proposal to be sent to the contact person at Iraq Venture Partners Procurement Department as indicated in Section IV (b) (1). The submitted proposals will be reviewed against the criteria for evaluation defined in Section V above and rated on their ability to satisfy the requirements stated in this RFP document. A preferred Offeror will be chosen and formally notified. A formal contract called BPA will be negotiated with the selected Offeror and, if endorsed, the Offeror will begin work on the project.

VIII. TERMS AND CONDITIONS

A. LATE SUBMISSIONS

Proposals received after the submission deadline stated in the cover page of this RFP may not be considered. Offerors will be held responsible for ensuring their quotations are received according to the instructions stated herein. A late offer will be considered if the cause was attributable to Iraq Venture Partners Procurement or its employees/agents, or if it is in the best interest of Iraq Venture Partners.

B. MODIFICATION OF RFP REQUIREMENTS

Iraq Venture Partners retains the right to terminate the RFP or modify the requirements upon notification to Offerors.

C. WITHDRAWALS OF PROPOSALS

Proposals may be withdrawn by written notice via email at any time before award. Proposals may be withdrawn in person by an Offeror or authorized representative, if the representative's identity is made known and the representative signs a receipt for the proposal before award.

D. RIGHT OF NEGOTIATION AND ACCEPTANCE OF PROPOSAL

This RFP represents a definition of requirements and is an invitation for submission of proposals. Iraq Venture Partners reserves the right to award any or none of the submitted proposals. No commitment is made, either expressed or implied, to compensate Offerors for costs incurred in the preparation and submission of their proposal.

Iraq Venture Partners may reject any proposal that is nonresponsive. A responsive proposal is one that complies with all terms and conditions of the RFP. A proposal must be complete, signed by an authorized signatory, and delivered no later than the submission time and date indicated on the cover sheet of this RFP. IVP may reserve the right to waive any minor discrepancies in a proposal. Iraq Venture Partners reserves the right to issue an award based on the initial evaluation of proposals without discussion. IVP also reserves the right to enter into best and final negotiations with any responsive Offerors for all or part of the proposed scope.

E. VALIDITY OF PROPOSAL

Proposals submitted shall remain open for acceptance for (enter number of days 90 days is recommended) from the last date specified for receipt of proposals. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your organization is awarded the contract, all information in the RFP and negotiation process is contractually binding.

F. MINIMUM OFFEROR QUALIFICATIONS

Offerors submitting proposals must (1) be officially licensed to do such business in (insert country), (2) be able to receive funds and (3) not have been identified as a terrorist or has not been blacklisted by any government, semi-governmental institute, or private institute nor involved in any litigation in the current or during the last three (3) years. In addition, Offeror may be required to provide the following information:

- Documentation to verify licensure (e.g., tax id, registration certificate, etc.)
- Demonstration of adequate management and financial resources to perform the contract
- Satisfactory records of performance history, integrity and business ethics

G. INTELLECTUAL PROPERTY RIGHTS

All tangible or intangible property created or acquired under this contract shall be the exclusive property of Iraq Venture Partners and the donor. The term "property" includes all data and reports associated with this engagement. Reference is made to Sections 12 and 13 in the business terms and conditions attached in Appendix A.

IX. ATTACHMENTS

Appendix A: Sample Budget Format

Appendix B: Technical Proposal Submission Sheet

Appendix C: Service Provision Sheet

APPENDIX A. SAMPLE BUDGET FORMAT

Category	Seniority	Local Iraq Resource		Regional Resource Level Resources	
		Unit Rate In Person (USD/hour)	Unit Rate (USD/hour)	Unit Rate In Person (USD/hour)	Unit Rate Online (USD/hour)
Technical Product	Junior Level				
	Mid-Level				
	Senior Level				
Governance and Financial Reporting	Junior Level				
	Mid-Level				
	Senior Level				
Strategy and KPIs Development	Junior Level				
	Mid-Level				
	Senior Level				
Fundraising Assets Provision	Junior Level				
	Mid-Level				
	Senior Level				

All companies are advised to follow this template.

- Legal Setup Assistance should be presented as a lump sum including a description of costs.

APPENDIX B. TECHNICAL PROPOSAL SUBMISSION SHEET

(Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your proposal is authorized in the signature block below. A signature and authorization on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorized, it may be rejected.)

ATTN: Procurement Team

Iraq Venture Partners.

Reference: Request for Proposals#

[Offeror: Insert date]

Subject: [Offeror: Insert name of your organization]'s technical and cost proposals

Name of Organization's Representative	
Name of Offeror	
Type of Organization	
Taxpayer Identification Number	
Address	
Telephone	
Fax	
E-mail	

We offer to provide the goods/services described in the Scope of Work, in accordance with the terms and conditions stated in Request for Proposal referenced above. We confirm that we are eligible to participate in public procurement and meet the eligibility criteria specified.

The validity period of our proposal is 90 days from the time and date of the submission deadline.

Offerors: It is incumbent on each offeror to clearly review the IQS RFP and its requirements. It is each offeror's responsibility to identify all required annexed and include them as such:

- I. Copy of registration or incorporation in the public registry, or equivalent document from the government office where the offeror is registered.**
- II. Copy of company tax registration, or equivalent document.**
- III. Copy of trade license, or equivalent document.**
- IV. Evidence of Responsibility Statement.**

APPENDIX C. SERVICES PROVISION SHEET

Intervention Area	Services Provided
Legal Setup Assistance	SPV or Holding Company Setup
	Operational Company Setup in Baghdad or Kurdistan Regional Government (KRG)
	Entity Registration & Bank Account Assistance
	Agreements Revision (Shareholders agreement, Cap Table Establishment, NDA Template Development, Convertible Note Agreement, Term Sheet Agreement, Recruitment Agreement)
	Intellectual Property (IP) Protection Consultation
	Legal Consulting Hours
Technical Product Upgrade	Tech Features Roadmap Development
	Product Design and User Experience Improvement Consulting
	Technical Due Diligence (Team, Security, Development Processes, System performance, Support processes, Analytics compliance)
	SEO audit for the startups website to assess how much it is efficient and ready for SEO optimization.
Governance & Financial Reporting Setup	Gaps Identification, Internal Controls and Risk management Support
	SOPs Establishment
	CFO Support (Cash Flow Management, Budgeting and Forecasting Support)
	Data Analysis
	Business Valuation
	Internal Audit Services
	Tax Planning and Compliance Assistance
	Evaluation of Governance Structures and Governance Framework Development
Strategy & KPIs Development	Financial Projection Review (financials, valuation, projections, KPIs.)
	Business Performance Metrics Assessment, Development and Review
	Growth Plan Support (Scalability and Resiliency)
	Market Analysis and Entry Strategy Consulting
	Competitive Analysis and Positioning Support
Fundraising Assets Provision	Business Model Refinement and Validation
	Data Room Design, Review and Setup
	Investor Pitch Training & Review
	Pitch Deck Improvement Services (Pitch deck design, narrative and content)
Human Resources Support	Capital raise brokerage that helps a startup do a road show and connect with potential investors.
	Talent Recruitment Support (Developing Job Descriptions, Recruitment Process)
	Human Resources SOP
	Salary Scales
Soft Skills	Performance Appraisal, Employee Turnover Assessment
	Advanced leadership for MSMEs and soft skills development for owner, managers and staff
Marketing	Advanced sales & Marketing training
	Marketing and Social media Strategy