



Request for Proposals

IOM invites potential Service Provider to provide Technical and Financial Proposals for the following Services: to develop and deliver a certified training in Leadership and Effectiveness in Erbil, Iraq. Date: 17-19th of May

More details are provided in the Terms of Reference (Section I).

The Service Provider will be selected based on considerations outlined in this RFP.

The RFP includes the following documents:

- Section I. Terms of Reference
- Section II. Instructions to Applicants

The Proposals must be submitted to IOMIRAQBIDS@iom.int and Aleksandra Lasota ABARANSKA@iom.int no later than **5.00 pm on Thursday the 24th of April 2016**. No late proposal shall be accepted.

IOM shall notify the successful bidder via e-mail seven (7) working days of the bids unfolding.

Proposals submitted after the above deadline will not be considered. IOM reserves the right to reject the whole or part of any or all Bids based on the fulfilment of the provisions described in the Section II. Service Provider which does not receive notification before **the 1st of May 2016** can consider their bids unsuccessful.

IOM Iraq

Procurement Unit

Section I – Terms of Reference

1. Background Information

The Community Revitalization Program (CRP) is a multi-sectorial program that focuses on the implementation of livelihood projects, rehabilitation of shared economic and social infrastructure and capacity building of local stakeholders and governmental authorities. This program is a comprehensive, community-based initiative that empowers local communities to take the lead in their own development. CRP was designed to build upon the lessons learned and achievements of the previous years of experience implementing a number of community stabilization projects in the country. The CRP has been implemented across fifteen governorates in five phases of implementation (currently in phase V), and it was distributed in the northern, southern and central regions of the country.

IOM Staff often perform multi-task type of job requiring high level of competencies in time, task and people management which are all a part of effective leadership. As the development of skills and competencies is crucial for strengthening IOM staff capacity, hence the program effectiveness and efficiency, IOM is seeking to collaborate with companies/institutions/centres with extensive and proven experience in developing and delivering certified training in the field of Leadership/Effectiveness including learning modules in time, task and people management.

2. Participants

The participants of the training are senior national IOM staff with previous managerial working experience. Other participants representing local partners may be invited to attend.

3. Objective

The objective of this call for proposals is to select a Service Provider that will develop and implement a training course in Leadership/Effectiveness, for up to **30** trainees. The participants will learn how to:

- i) build, restore and maintain trust and influence with colleagues, beneficiaries, partners and superiors;
- ii) make a greater contribution to the team by clearly defining their team's purpose and tasks;
- iii) improve efficiency by aligning their work to the organizational and program goals and by creating a means for improving team execution;
- iv) Increase the capacity of the team by learning how to leverage the knowledge that exist in their team;
- v) use four types of "leadership conversations": building relationships, making decisions, taking action and developing others;
- vi) manage their time efficiently;

The selected training firm shall conduct a detailed baseline and end line evaluation of each participant as well as an overall evaluation of the training course held. The selected training firm is expected to release a course certificate to successful participants.

4. Timeframe and deliverables

The implementation of the leadership/effectiveness training in Erbil is to be carried out over the duration of 3 days (16-18th of May). The course should apply participatory approach and should include interactive learning methods. The overall duration of the course should not exceed 24 hours. The course shall be held in English.

Indicative timeframe	Expected output
13th of April	IOM call for proposals sent out for interested training firms to submit their expression of interests (technical and budget proposals)
24th of April	Submission of detailed technical and an all-inclusive budget proposals from interested training firms to IOM
1-8th of May	Negotiations on the final deliverables, financial and technical proposals
9th of May	Contract signed by both parties
17-19th of May	Training delivered
22nd of May	Baseline and end-line evaluation findings submitted to IOM

I. Section II - Instructions to Applicants

1. Submission of application

The proposals should be submitted no later than **21st of April, 2016**, and should include the following documents:

- Company profile including history of similar projects;
- Training curriculum including an outline of the work plan and detailed training agenda;
- Letters of reference for the lead trainer;
- Summary of track record and experience in training delivery of the main trainer;
- Budget proposal (as per annex A);

2. Requirements

IOM's preference is for companies/institutions/centres. The selected firm should possess the following minimum qualifications and provide references as follows:

- Previous experience in conducting leadership/effectiveness or management related training
- The lead trainer with experience of at least 3 years in leadership/effectiveness or management related field conducted
- Technical competencies in developing and delivering trainings in leadership/effectiveness or management related field;
- Experience conducting trainings in hardship environments is beneficial;
- Knowledge of the Middle East and experience working in Iraq is advantageous;
- Previous work experience with UN is advantageous;
- Communication skills, time management, gender and cultural sensitivity;
- Fluency in English and Arabic is required; and knowledge of Kurdish is advantageous. (IOM will provide skilled interpreters if required).

3. Governance Arrangement

This training is to be coordinated and facilitated by the IOM Project Management Office – Community Revitalization Program.

4. Terms of Payment

The payment will be scheduled in the following terms:

100% paid up to 30 days after the training delivery

5. Evaluation

5.1. IOM shall evaluate the Proposals on the basis of their responsiveness to the ToRs and compliance to the RFP requirements, as well as the following:

- (i) Experience and past performance of the Service Provider relevant to the assignment (15 points);
- (ii) Adequacy and relevance of the training course offer and proposed methodologies (40 points);
- (iii) The Financial Proposal (20 points);
- (v) Training delivery schedule (15 points);
- (vi) Compliance with the submission deadline (10 points);
- (vii) The Proposal contains all information specified in article 1. If any of the requested information is missing or is incorrect, the application may be rejected on that sole basis and the application will not be evaluated further.

5.2. The Proposals that pass the first administrative check will be evaluated on the relevance and design of the proposed action.

6. Negotiations

6.1. Contract negotiation is expected to take place no more than one week after notification of the successful bidder.

6.2. Negotiation will include discussion and finalization of:

- a) the ToRs and Scope of Services;
- b) the methodology and work program proposed by the Service Provider;
- d) the Financial Proposal submitted;
- f) training delivery timing;
- and g) the contractual terms.

All agreements coming out of the negotiations will be incorporated into the contract.

9. Award of Contract

9.1 Following negotiations, the contract will be awarded to the selected Service Provider. Service Providers which do not receive notification before the **28th of April 2016** can consider their bids unsuccessful.

10. Confidentiality

10.1 Information relating to the evaluation of proposals and recommendations concerning awards shall not be disclosed to the Service Provider who submitted Proposals or to other persons not officially concerned with the process.

10.2 IOM shall not disclose any information in the application to any third party. IOM will however archive all applications for auditing purposes.

ANNEX A – Budget

	Estimated costs
1. Training delivery fees	
2. Travel (air tickets, visa permissions)	
3. Printing and duplication (The costs of preparation of data-collection instruments, reports, handouts and any other documents)	
4. Printed materials – (the costs of acquiring data collection instruments and library materials)	
5. Supplies and equipment - the costs of specific supplies and equipment (e.g., computers, software packages) that must be purchased or rented for the training.	
6. Management Fee (indirect cost)	
Total	

