Terms of Reference

(ToR-1124-01)
For the RFQ No.: RFQ-1124-4

Al-Tahreer Association for Development (TAD) Background:

Al Tahreer Association for Development is an independent, non-profit, non-governmental organization. Founded in May of 2003 in the city of Mosul, it was established based on the prevailing environment at that time where the great reluctance to political and civil participation of the population for various reasons as well as increasing societal tensions between followers of religions, sects, sects and different languages due to the nature of the divisions that followed the political and security changes that took place That year.

During the past years, Al-Tahreer Association for Development (TAD) worked to establish many programs and activities that are concerned with renouncing violence and extremism in different societies by spreading a culture of non-violence and spreading a culture of dialogue and acceptance of the other and spreading a spirit of tolerance and peace building and establishing concepts of democracy for a free and pluralistic Iraq in which the rights and freedoms of citizens are respected through Raise awareness of human rights and increase the civil and political participation of the population, especially the most vulnerable groups in society, such as women and youth in general.

After 2015 and within Al-Tahreer Association for Development strategy, which became concerned with what was established for it to improve the conditions of life in the regions that emerged from the conflicts by providing job opportunities and protection for the vulnerable groups and earning a living, in addition to working with youth, women, leaders and community elites to advance the reality of the newly liberated areas From the control of armed extremists.

Al-Tahreer previously worked from different regions in Iraq, where it had offices in Baghdad, Dohuk, and Erbil, and currently, its main office in the city of Mosul and has activities in many Iraqi provinces.

Main Objectives:

Implementing comprehensive strategies for TAD for coming four years, policies, and training programs to ensure alignment with organizational goals, providing the required knowledge of the developed policed for TAD employees andhow they can follow these policies during their employment journey, and enhancing employee performancethrough it:

- Review and analyze current NGO's strategies and policies.
- Develop and implement new strategies for the coming four years, and develop the organization's policies
- Design and deliver training programs for the employees on the developed strategies and policies, the training will be provided to the staff based on a clear map to target the employees while considering the alignment between the policy type and the position/department of the targeted trainees.

Brief of TAD Current Structure:

Department	Employee Name	Employee Position
Head of the Organization	Abdulazeez Younus Salim	CEO
Finance	Layth Rafea Faisal	Operation & Finance Manager
	Reem Zeyad Zaki	Finance Officer
	Haneen Nawfal Ahmad	Finance Officer
	Noor Khazaal Eleias	Partnership Finance Coordinator
	Aisha Sabhan Ibrahim	Finance Assistant
Logistics & Procurement	Ghazi Faisal Nawaf	Logistic Officer
	Mahmoud Qusay Mohammed Najeib	Logistic Assistant
	Radhwan Abdulrazzaq Mohammed	Logistic Assistant
	Fadi Yousif Ya'qoub	Logistic Assistant
	Yasser Abdulbarri Ahmad	Driver
	Mustafa Hazim Ahmad	Driver
	Musaab Abdulbarri Ahmad	Driver
	Hussam Thamer Ahmad	Driver
	Luqman Ahmed Qader	Driver
	Imad Ali Mukhlif	Driver
	Khalidah Jarjees Mohammed Ali	Cleaner
HR	Dalal Abdulrazzaq Mahmood	HR Officer

Program	Abdulkareem Mohammad Obaid	Project Manager
	Swalyn Fathalla Majeed	Field Coordinator
	Omar Thamer Abdulaziz	Project Manager
	Ahmad Ibrahim Ismail	Field Coordinator
	Luay Zeyad Saaed	Project Manager
	Osama Mohammed Eilias	Field Coordinator
	Ahmad Rakeaa Khalaf	Field Coordinator
	Wissam Rashid Qader	Field Coordinator
MEAL	Ayad Ghassan Khalid	MEAL Officer
Media & IT	Jameel Salah Adin Jameel	Media Manager
	Yahya Lazim Hamdoon	Media Officer
	Bara'a Maad Adnan	IT Officer

1. Scope of Work:

1.1 Reviewing and understanding:

To ensure that the service provider will provide high-quality services in line with the local, regional, and international context, and all the circumstances surrounding the organization's work and environment, the service provider should begin with a deep understanding of all the dynamics that move and develop the organization and push it forward

This understanding should include all the organization's approaches, working areas, experience, policies, the surrounding environment, chances, structures, organization departments, and donors.

The service provider should use the most modern and best ways, tools, and techniques in this understanding process and the other parts of the work.

1.2 Strategies Development:

Develop and write a comprehensive actionable strategic plan for the coming four years for the TAD organization, aligned with the organization's vision, goals, surrounding and influencing environment.

The strategic plan should be at least 40 pages and above and should contain the main sections and items below
- Introduction
- Organization Background
- Organization Vision

- Mission of Organization
- The basic values and principles obligated by the organization
- Analysis of the current situation (identifying the weaknesses, strengths, and threats facing the organization)
- Performance indicators (Identifying performance measurement criteria)
- A detailed work plan, includes timeframe tables, programs that should be implemented, required resources, and responsible departments
- Financial resources (strategies to ensure financial sustainability by donors)
- Risk management (anticipating potential risks that might exist in the strategic plans and adapting to potential challenges)
- Monitoring and Evaluation
- Partnerships and cooperation (Current and potential partners in the coming four years)
- Transparency and accountability
- Enhancing and developing the organization's capacity (Effective tools, and suggestions methods)
- Sustainability of the implemented projects
- The organization's ability to innovate and create
- Goals that should be achieved for the four coming years

1.3 Policies Development:

Develop new policies, and review and update the current policies of the organization to support the strategic plan. Take into consideration the below:
- Ensure all policies comply with relevant laws and regulations.
- Ensure all the policies will be aligned with the international standards which been depended in the international/global institutions and organizations
- When developing policies, the developer should take into consideration all the auditor's reports in the past years, for all the departments of TAD (That TAD will provide)
- The developer should provide all the templates that are related to the policies as annexes (Soft versions)
- The developer should provide the developed policies in both formats (PDF, and doc), and both languages (English, and Arabic)
  - Developed policies should take into account all government laws and policies in Iraq

The existing policies that are potentially needed to be developed:

#	The Policy	Last Update	Development Type
1	Finance Policy	Mar 2022	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.

2	Procurement Policy	May 2024	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations, and ensure that the development of this policy focuses on the procurement process from the beginning to the end for all types of procurement, like (vendor selection criteria, advertisement requirements, receipt of tenders, evaluation methodologies, contract amendments, and communication protocols with bidders and stakeholders).
3	HR Policy	May 2022	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations, and add another point like (Leaves and their types, change the salary scale to IQD, etc..).
4	M&E Policy	Oct 2018	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
5	Conflict of Interest Policy	July 2015	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
6	Anti-Corruption Policy	Sep 2015	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
7	Fraud Prevention Policy	May 2019	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
8	Gender Equality Policy	Dec 2020	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations, and ensure change of the word (Gender) in conformance with the new law.

9	TAD Data and Information Protection Policy	Jan 2017	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
10	PSEA Policy	Dec 2020	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
11	Whistleblowing Policy	May 2019	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations, and may combine the CRM Policy with this policy to make one whole policy.
12	CRM Policy	Oct 2019	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations, and may combine the Whistleblowing Policy with this policy tomake one whole policy.
13	Procurement Code of Conduct	Dec 2020	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
14	Code of Conduct Policy	Dec 2020	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
15	Safeguarding Cash Policy	May 2019	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations, and may combine the Finance Policy with this policy to make one whole policy.
16	TAD's Do No Harm Policy	Dec 2020	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
17	TAD Partnership Policy	Aug 2022	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
18	TAD Partnership Guidelines	Aug 2022	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.

19	TAD Internal Control Frame Work Policy	June 2022	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
20	Project Development Procedure Policy	Dec 2020	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
21	Consortium Management Policy and Guidelines	July 2023	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
22	Safety and Security Policy	July 2023	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.
23	Transportation policy	Feb 2021	Review and analyze the current policy, developthis policy, and ensure that comply with the relevant laws and regulations.
24	Project Development Procedure and Policy	Dec 2022	Review and analyze the current policy, develop this policy, and ensure that comply with the relevant laws and regulations.

The new policy that needed to be added to Al-Tahreer's Policy:

- Risk Management Policy.
- Employee Safeguarding Policy.
- Crisis and Emergency Response Policy.
- Neutrality and Independence Policy.
- Public Relations Management Policy.
- Employee and Volunteer Training Policy.

1.4 Training Program Design:

- Design a comprehensive training program for various employee levels and departments. Through organizing a schedule to train the staff on the developed strategies and policies, and train the staff on the developed and updated policies and strategies by providing them the required skills on how to use the policies contents in useful ways, and to be reflected in their daily working and to achieve their organization targets.
- Develop training materials, including presentations, and discuss TAD management in the preparationof the training materials before using it.
- The training should be provided to the staff based on a clear map to target the employees while considering the alignment between the policy type and the position/department of the targeted trainees.

1.5 Final Deliverables

The service provider must submit all final files and documents by December 20, 2024 and the provider must coordinate with the TAD team before this date to ensure that all products meet expectations. In the event of any delay, TAD will be notified immediately to take appropriate measures. These documents include:
- Comprehensive actionable strategic plan for the coming four years for the TAD organization
- Updated and preparing a new policies.
- Training materials and modules.
- Staff training on the mentioned topics in this ToR.

2. Methodology and implementation (Providing detailed proposal includes below articles)

2.1 Briefed methodology and implementation
The methodology includes steps to analyze the organization's status, develop strategies, and update policies using tools such as surveys and interviews, Excel and SPSS for data analysis, and Microsoft Project for project management to ensure alignment with the organization's goals.

2.2 Work plan and stages of the work
The service provider must Submit a detailed work plan outlining project phases, timeline, and resources required.

2.3 Technical quality assurance
TAD ensures quality through monitoring and evaluation; the provider must outline quality control mechanisms.

2.4 Expertise of the service provider
The service provider should demonstrate experience in developing strategies and policies, training teams and previous relevant projects.

2.5 Operational capacity
Demonstrate the service provider's ability to implement the project with the required resources, tools, technical and human support within the timeline.

2.6 Financial capacity
Provide a brief analysis of the service provider's financial capacity, including information about their financial status, the resources available for the project, and the necessary guarantees for its continuity and success.

2.7 Experience including the CVs of the service provider team
The service provider must provide a summary of their previous experience in relevant projects, along with the CVs of key team members, highlighting skills and experience in strategy development, policy updating, and training.

In this way, our clear methodology and organized implementation ensure that the desired results are achieved and the organization's needs are met effectively.

3. Timeframe

All activities related to developing TAD's strategies and policies, In addition to organizing training workshops aimed at qualifying the staff to understand and implement the developed policies and strategies, must be implemented before December 20, 2024 (Please provide a detailed timeframe table covering all the stages of work).

4. Payment terms and conditions

TBD installments while preparing the agreement.