



## Terms of Reference (TOR)

### Partnership for Improving PROSPECTS – Phase II - Iraq-

<b>TOR Title</b>	TOR for an International Consultant: Development of Comprehensive Guidelines and a Technical Framework on the Application of the Employment Intensive Investment Programme (EIIP), Under the PROSPECTS Programme Phase I – ILO, towards Scaling Up to Public Works Programme (PWP) in Iraq.		
<b>Country</b>	<b>Iraq</b>	<b>Project Code</b>	IRQ/23/50/NLD - 109427
<b>Duration</b>	From	15/05/2025	to 15/10/2025

<b>Pillar:</b>	<b>Economic Inclusion</b>
<b>Output:</b>	02.02.01 - EIIP SOPs adopted and integrated into national public works programmes
<b>Activity / BL</b>	Act 01: Technical review and consultation on improving the drafted Standard Operating Practices (SOPs) in phase 1 towards more relevant guidelines and develop technical framework of applying EIIP concepts at Public Works - local level.

## PROJECT BACKGROUND

### 1. General Background

The forced displacement crisis has increased in scale and complexity in recent years. According to UNHCR, 117.3 million people were forcibly displaced worldwide at the end of 2023. Forcibly displaced persons (FDPs), including refugees and internally displaced persons (IDPs) face specific vulnerabilities, including loss of assets, limited rights, lack of opportunities, a protection risk as well as a risk to be out of school, and a lack of planning horizon. In addition, the communities hosting FDPs also struggle to pursue their own development efforts.

In response to the considerable challenges facing FDPs and host communities, a partnership initiative titled: 'PROSPECTS' Partnership for improving Prospects for host communities and forcibly displaced persons, was launched by the Government of the Netherlands in 2019, bringing together the International Finance Corporation (IFC), the International Labour Organization (ILO), the UN Refugee Agency (UNHCR), the UN Children's Fund (UNICEF) and the World Bank. Through the PROSPECTS partnership, the five partner agencies aim to leverage their comparative advantages and areas of expertise to programme complementary and interdependent interventions that address education and skills, employment and protection challenges. The partnership spans eight countries, namely Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan, and Uganda and covers in its Phase II the period 2024-2027.

### 2. ILO PROSPECTS in Iraq

In Iraq, the PROSPECTS partnership aims to support national efforts to strengthen systems and develop/implement policies that promote inclusion and socio-economic development of forcibly displaced and host communities, whilst working closely with local authorities, business/private sector, and communities to identify, maximize, and realize opportunities on the ground. With a geographic focus on the governorates of Duhok and Ninawa, the partnership focuses on three pillars, namely: education and learning; economic inclusion and protection; and critical infrastructure pillars.

Within the framework of the Education and Learning, Economic Inclusion, and Critical Infrastructure pillars of the PROSPECTS partnership in Iraq, ILO's focus is on supporting refugees, forcibly displaced persons and host



community members to access more and better livelihoods and decent job opportunities. It is doing so through an integrated approach that support market-driven skills training; improve public employment services; implement labour intensive infrastructure projects; promote financial inclusion; and support business start-ups and micro, small, and medium-sized enterprises (MSMEs).



## ASSIGNMENT BACKGROUND AND OBJECTIVES

### 3. ASSIGNMENT Background

The Employment Intensive Investment Programme (EIIP) was successfully implemented under the PROSPECT Partnership – Phase I in Duhok and Nineveh Governorates. This project resulted in the creation of over 46,000 working days through several infrastructural development and construction interventions aimed at mainstreaming decent work principles at construction sites and providing short to medium term employment opportunities for vulnerable groups to address the forced displacement consequences at these communities.

Between the years 2021 and 2025, the ILO through PROSPECTS partnership implemented a range of EIIP interventions which focused on green works to promote environmental sustainability and mitigating the effects of climate change at Duhok governorate. These interventions included improvement of irrigation systems for local farmers, restoration of un-used lands and forestation activities to increase the green areas and supporting the solid waste recycling efforts through sorting and production of natural compost for agricultural use.

Together, these projects addressed critical environmental challenges in Duhok while creating decent job opportunities for refugees, internally displaced persons (IDPs), and host communities. However, the EIIP interventions didn't serve only as a short-term employment creation initiative, but it succeeded to form a comprehensive model that covered all infrastructure development stages at the governorate level, which shall allow the local partners to upscale the model towards a National Public Works Program (NPWP) adopted by the government of Iraq. The shifting from EIIP model at the governorate of Duhok, towards NPWP at the national scale requires Technical Guidelines, Standard Operating Procedures, Manuals, and Tools to be developed which will among others provide guidance and clarity on: Targeting mechanisms, Project Selection Criteria, Coherence and Integration within Programmes, Potential Collaborations, Quality Assurance, Capacity Building, Technology and Innovation, Piloting and Roll-Out, Exit Strategy and Incentives. The ILO engagement through the EIIP green works between the years 2021-2025 in Duhok governorate provides the hands-on experience that has significant potential of upscale and repetition at the NPWP.

The Government of Iraq has identified the establishment of a National Public Works Programme (NPWP) among priorities within the National Development Plan 2024-2028 and has requested the ILO for technical support. The



Building Equitable and Inclusive Transformation (BEIT) Project implemented by ILO in partnership with UN-Habitat and ITC and funded by the EU is providing technical support to the Government of Iraq which seeks to establish a National Public Works Programme (NPWP). The ILO BEIT Project is currently developing a road map for the establishment and operationalization of the NPWP, with coordination governance structures being set-up and capacity building on-going which will be followed by the development of Standard Operating Practices (SOPs), Manuals and Guidelines. The establishment of the National Public Works Program for Iraq presents a transformative opportunity to tackle unemployment, enhance infrastructure, and promote inclusive economic growth. With strong governance, sustainable funding, and a structured implementation plan, the NPWP can be a key driver for Iraq's long-term development.

#### 4. ASSIGNMENT OBJECTIVES

The primary objective of this assignment is to develop comprehensive guidelines and a technical framework for the effective implementation of the Employment Intensive Investment Programme (EIIP) in Iraq (including Duhok, Nineveh, Erbil, and Basra) with focus on green works projects in Duhok Governorate under PROSPECTS interventions. These guidelines and the technical framework will ensure that the principles of EIIP are systematically integrated into National Public Works Program, aligning them with Iraq's national standards and development priorities. The ultimate aim is to facilitate the scaling up of the EIIP model across Iraq.

To achieve this, the ILO is seeking to assign a qualified international consultant to develop these guidelines through expert technical advice, conduct thorough reviews, and engage in consultations with relevant stakeholders to ensure that the frameworks and guidelines are practical, context-specific, and adaptable for national-level application.

Additionally, the consultant shall provide technical guidance and lead an awareness-raising session as part of an introductory workshop designed for national stakeholders. The objective is to ensure a clear understanding and effective application of the guidelines for the implementation of the NPWP in local contexts.

The consultant will ensure that the outputs align with the ILO's strategic objectives under the PROSPECTS Partnership and contribute to Iraq's broader development goals.

### SCOPE OF WORK AND METHODOLOGY

#### 5. Scope of Work

The consultant will begin by conducting a comprehensive desk review of existing Employment Intensive Investment Programme (EIIP) policies, materials, and projects' documentation from initiatives implemented in Iraq including Nineveh, Erbil, Basra with a focus on green works in Duhok Governorate. Green works include key interventions such as afforestation, irrigation systems, and solid waste recycling. The desk review will serve as the basis for developing a robust EIIP Guidelines document that will facilitate the Employment Intensive approaches' integration into National Public Works Program.

The guidelines will need to incorporate best practices, lessons learned, and proven methodologies from the EIIP's previous implementations. They should align with established formats, standards, and frameworks used across EIIP projects. Furthermore, the guidelines should ensure that the principles of EIIP can be scaled up and adapted for broader national application in public works initiatives.

Key tasks include:



- Structuring the EIIP model in a clear and scalable format to facilitate broader application across national public works program.
- Reviewing and analyzing the existing EIIP materials and project documentation provided by the ILO to ensure comprehensive understanding of previous implementations.
- Consulting with ILO relevant projects, governmental partners, the ILO PROSPECT team, and technical specialists involved in EIIP projects in Duhok (and other partners when needed) to gather insights and ensure context-specific relevance.
- Identifying challenges and opportunities and proposing scalable solutions that can improve the effectiveness of public works programs.
- Developing practical, clear, and adaptable guidelines that are consistent with ILO tools, methodologies, and national policies.
- Provide introductory and awareness workshop to the key stakeholders and partners on the endorsed EIIP Guidelines.

The ILO will provide key contacts and reference materials to support the consultant's work throughout the assignment.

## 6. The methodology

The consultant will adopt a structured, participatory, and evidence-based approach to ensure the successful development of the EIIP Guidelines. The methodology will involve a combination of desk review, stakeholder engagement, field visits, and in-depth data analysis, designed to ensure that the guidelines are comprehensive, contextually relevant, and aligned with national and international standards. The methodology will follow these key phases:

### 1. **Desk Review and Document Analysis**

The process will begin with an in-depth desk review of existing Employment Intensive Investment Programme (EIIP) policies, materials, and project documentation from prior initiatives in the Duhok Governorate. This will include reviewing key projects such as afforestation, irrigation systems, and solid waste recycling. The desk review will also encompass a review of national policies and international best practices in employment-intensive public works. This phase aims to identify lessons learned, successes, and challenges from past projects, which will inform the development of the guidelines.

### 2. **Stakeholder Consultations and Expert Interviews**

The consultant will conduct consultations with a range of key stakeholders, including project managers, governmental partners, the ILO PROSPECT team, technical specialists, local NGOs, and community representatives as needed. These discussions will gather insights into local needs, challenges, and priorities, ensuring the guidelines are context-specific and aligned with local realities. Expert interviews will focus on gathering technical inputs to ensure that the guidelines reflect best practices and are practical for national application.

### 3. **Field Visits and Direct Observations**

Where applicable, the consultant will undertake field visits to project sites in Duhok. These visits will provide the consultant with firsthand insights into the implementation of EIIP projects and allow direct engagement with project beneficiaries, local authorities, and communities. Field visits will help validate the information gathered from the desk review and stakeholder consultations, providing a comprehensive understanding of the local context and identifying any additional challenges or opportunities.

### 4. **Data Synthesis and Analysis**

Following the desk review, consultations, and field visits, the consultant will synthesize all collected data to identify key trends, challenges, and opportunities. A thorough analysis will be conducted to ensure



that the guidelines address critical gaps and propose solutions that enhance the effectiveness of public works programs. The analysis will also ensure that the proposed guidelines are aligned with ILO methodologies, national policies, and Iraq's broader development goals, particularly in terms of social inclusion and sustainable economic growth.

#### 5. **Guidelines Development and Drafting**

Using the findings from the previous steps, the consultant will develop a comprehensive EIIP Guidelines document. This document will outline best practices, detailed steps for implementation, and clear methodologies for integrating EIIP principles into national public works programs. It will be designed to be adaptable and scalable, ensuring that the guidelines can be applied to diverse public works projects across Iraq.

#### 6. **Review and Validation**

Upon completion of the draft guidelines, the consultant will facilitate a review and validation process with ILO and other key stakeholders. Feedback will be gathered and incorporated into the final version of the guidelines, ensuring that they are practical, adaptable, and ready for implementation. The validation process will ensure that the guidelines meet the needs of all stakeholders and align with national policies, as well as ILO strategic objectives.

#### 7. **Introductory and awareness workshop**

Upon finalizing the guidelines, the consultant will deliver an introductory workshop tailored for 25 participants selected from government institutions, trade unions, contractors' associations, and other relevant stakeholders at both local and national levels. The workshop will provide foundational knowledge on Employment-Intensive Investment Programme (EIIP) approaches, tools, and practical skills required for the effective understanding and application of the new guidelines.

**Note:** that all associated costs for the session, including venue, transportation, and related logistical expenses for participants, will be fully covered by the ILO.

## DELIVERABLES & Payment Schedule

### 7. Expected Deliverables & Payment schedule:

The objectives of this assignment will be achieved through a structured approach, divided into the following stages:

Deliverables	Tasks / Activities	Timeline	Deadline	Payment Instalment (%)
<b>Deliverable 1: Inception and Planning</b>	<ul style="list-style-type: none"> <li>- <b>Kick-off Meeting:</b> Coordinate a meeting with the PROSPECT team in Iraq to discuss the project scope, align with ILO strategies, and draft a work plan.</li> <li>- <b>Initial Review:</b> Assess existing documentation (e.g., project reports, government policies, relevant strategies) to inform the project direction and identify potential gaps.</li> <li>- <b>Development of the Inception Report:</b> Prepare an inception report outlining the methodology, key milestones, and expected outcomes, serving as a foundation for project implementation.</li> <li>- <b>Drafting Initial structure for the EIIP Guidelines:</b> Begin drafting the structure of the EIIP guidelines,</li> </ul>	3 WDs	01-Jun-2025	



	ensuring alignment with project objectives. - <b>Finalization of Work Plan:</b> Establish clear roles, responsibilities, deliverables, and timelines for all stakeholders.			
<b>Deliverable 2: Research, Stakeholder Engagement, and Field Visits</b>	- <b>Research and Desk Review:</b> Conduct a comprehensive review of documents and reports related to environmental sustainability, job creation, and public works in Iraq and the Kurdistan Region. - <b>International Best Practices:</b> Analyse global best practices in employment-intensive investment projects, focusing on their relevance to Iraq. - <b>Integration of Vulnerable Populations:</b> Ensure the inclusion of vulnerable groups (e.g., refugees, displaced persons) in the EIIP framework. - <b>Field Visits and Stakeholder Engagement:</b> Plan and execute visits to key locations (e.g., Duhok), engage local stakeholders (government entities, NGOs, ILO partners, community leaders), and collect qualitative and quantitative data to inform recommendations.	10 WDs	30-Jun-2025	32%
<b>Deliverable 3: Development of EIIP Guidelines</b>	- <b>Guideline Development:</b> Formulate comprehensive draft EIIP guidelines detailing methodologies, operational procedures, and best practices with a focus on labour-intensive approaches, environmental sustainability, and community engagement. - <b>Key Priorities for Future Phases:</b> Identify strategic priorities for future ILO interventions, emphasizing the scaling and adaptation of the EIIP model for broader public works projects.	20 WDs	31-Aug-2025	50 %
<b>Deliverable 4: Validation and Final Submission</b>	- <b>Refinement and Validation:</b> Revise the EIIP guidelines based on feedback from the PROSPECT team, stakeholders, and key partners. - <b>Consultation Workshop:</b> Present findings and validate recommendations through discussions with government representatives, community leaders, and other relevant stakeholders. - <b>Final Submission:</b> Incorporate final feedback and submit the completed EIIP guidelines and, ensuring full alignment with ILO standards and local development priorities.	4 WDs	1-Oct-2025	18 %
<b>Deliverable 5: Introductory and awareness workshop</b>	- <b>Capacity-Building Workshop:</b> Deliver a tailored introductory and awareness-raising workshop for 25 participants selected from governmental institutions, trade unions, contractors' associations, and other relevant stakeholders at both the local and national levels. The session will provide foundational knowledge on EIIP approaches, tools, and practical skills to support the effective understanding and implementation of the newly developed guidelines.	3 WDs	15-Oct-2025	
		40 Working days		



### Payment Schedule:

- **First Payment (32%):** Upon submission of Deliverables 1 and 2, and acceptance by ILO.
- **Second Payment (50%):** Upon submission of Deliverable 3, and acceptance by ILO.
- **Final Payment (18%):** Upon submission of Deliverables 4 and 5, and acceptance by ILO.

### Collaboration and Administrative Responsibilities

Throughout the assignment, the consultant will:

- **Collaborate with the PROSPECT Team:** Work closely with the PROSPECT team, providing regular updates on progress and ensuring alignment with ILO's priorities and strategies.
- **Reporting Structure:** Report directly to the PROSPECT Project Manager and the ILO EIIP Technical Officer for Iraq, with technical backstopping provided by the EIIP Regional Backstopping in the Arab States and the Regional Chief Technical Advisor for the ILO-PROSPECTS programme in the Arab States.
- **Regular Progress Updates:** Maintain regular communication with stakeholders to ensure that the assignment is on track and that the outputs are aligned with both ILO objectives and local realities.

## REQUIRED QUALIFICATIONS, EXPERIENCE AND COMPETENCES

### Education:

- **Required:** Advance university degree in Engineering, , Sustainable Development, or a related field from a recognized institution.
- **Preferred:** Certification in project management, environmental sustainability, or relevant qualifications demonstrating expertise in managing development programs or public works initiatives.

### Experience:

- **Required:**
  - Minimum 7 years of professional experience in policy development, program design, or proven experience within employment-intensive investment programs (EIIP), sustainable development, or public works.
  - Proven expertise in developing guidelines, manuals, or toolkits related to relevant field of the assignment.
  - Experience collaborating with international organizations, governments, and development partners on economic development, social inclusion, and sustainability projects.
  - Direct involvement in designing and managing employment-focused programs for livelihood enhancement and support to vulnerable populations.
- **Preferred:**
  - Familiarity with ILO methodologies, such as OSH guidelines, and their application in employment-intensive investments.



- Experience working in Iraq or similar conflict-affected regions, with knowledge of local governance structures and socio-economic challenges.
- Track record of scaling or adapting development models for national-level public works implementation.
- Understanding of governance frameworks in the Middle East, particularly regarding public sector management and project execution.

**Language:**

- **Required:** Proficiency in English (verbal and written).
- **Preferred:** Proficiency in Arabic or Kurdish is an advantage.

## SELECTION CRITERIA AND EVALUATION PROCESS

The International Labour Organization (ILO) invites qualified International Consultants to submit technical and financial proposals for the services outlined in the Terms of Reference (TOR). The consultant selected will be chosen based on the technical responsiveness and financial viability of their proposal, in accordance with ILO procurement rules and procedures. An evaluation team of ILO professionals will conduct the selection process.

The evaluation will be conducted in two stages, and the contract will be awarded to the highest-scoring candidate. The evaluation will be based on the following weight distribution:

- **70%** of the total score will be allocated to the technical proposal.
- **30%** of the total score will be allocated to the financial proposal.

**Note:** Candidates who score less-than **70%** on the technical evaluation will not be considered further. If multiple candidates achieve high technical scores, only the top three candidates with the highest combined scores will be invited for interviews to finalize the selection.

### 8. Technical Proposal

The Consultant/External Collaborator is required to submit a Technical Proposal that outlines how they will meet the objectives and requirements set forth in the TOR. The proposal should include the following components:

- **Methodology and Approach:** A maximum of three pages describing the proposed methodology and approach to completing the assignment. This should include specific steps, a timeline for achieving deliverables over the five-month period, and a plan for up to 10-day field mission to Iraq and the Kurdistan Region of Iraq (KRI).
- **Compliance with TOR:** The proposal should demonstrate a clear understanding of the TOR requirements, with an actionable methodology for addressing each of the specified objectives. The consultant should also outline a timeline for delivering all outputs.
- **Consultant's CV and Experience:** A personal CV highlighting the consultant's qualifications and relevant experience. The CV should include detailed information on past similar assignments, contact details, and a minimum of three professional references.
- **Additional Supporting Documents:** Any supplementary documentation that supports the consultant's technical capacity, such as relevant certifications, project examples, or other qualifications.



## 9. Financial Proposal

The Consultant must submit a Financial Proposal that covers the total cost of the assignment, including a detailed breakdown based on 40 working days for the period from 15 May to 15 October 2025.

Key components of the financial proposal include:

- **Daily Fees:** The daily fees should exclude costs for flights, intercity transportation, and daily allowances for up to 10-day stay in Iraq & KRI.

### Evaluation Process and Criteria of Selection

The proposals will be evaluated in two stages:

#### First Stage: Technical Proposal Evaluation (70% of Total Grade)

The Technical Proposal will be assessed based on the following criteria:

Criteria	Weight	Description
<b>Consultant Qualifications and Competences</b>	10%	Relevant educational background and technical competencies related to the assignment.
<b>Professional Experience Relevant to the TOR</b>	20%	Minimum 7 years of professional experience in policy development, program design, or proven experience within employment-intensive investment programs (EIIP), sustainable development, or public works.
<b>Compliance with the TOR</b>	20%	Clear alignment with the TOR requirements, including a detailed and achievable methodology and schedule.
<b>Proven expertise in developing guidelines</b>	20%	Proven expertise in developing guidelines, manuals, or toolkits related to relevant field of the assignment.
<b>Collaborating with international organizations</b>	10%	Experience collaborating with international organizations, governments, and development partners on economic development, social inclusion, and sustainability projects.
<b>Designing and managing employment-focused programs</b>	10%	Direct involvement in designing and managing employment-focused programs for livelihood enhancement and support to vulnerable populations.
<b>Relevant experience in Middle East context</b>	10%	Understanding of governance frameworks in the Middle East, particularly regarding public sector management and project execution.

**Note:** Any candidate who scores less than **70%** on the technical evaluation will not be considered further.

#### Second Stage: Financial Proposal Evaluation (30% of Total Grade)

Once candidates have met the minimum technical score, the financial proposals will be evaluated.

The final score will be based on a combined evaluation of both the technical and financial proposals, with the highest combined score determining the selected candidate.



- **The consultant with the highest overall score** (combining both technical and financial evaluations) will be selected in accordance with ILO rules and procedures as outlined in the TOR.

Financial Proposal table:

Item	Unit	Unit Rate (USD)	Qty	Cost (USD)
<b>Delivery of the assignment:</b>	Days		40.00	
<u>Note: Unit rate and the <b>cost</b> to be filled by the consultant.</u>				
<b>Total</b>				

## SUPERVISION AND LOGISTICAL ARRANGEMENTS

### 10. Supervision

The consultant will work under the direct supervision of the **Project Manager** for **PROSPECT** in Iraq and will closely collaborate with the **PROSPECTS-ILO country team** in Iraq. Additionally, the consultant will receive overall technical support and guidance from the **EIIP Regional Backstopping the Arab States** and the **Regional Chief Technical Advisor** of **PROSPECTS in the Arab States**.

Key activities during the assignment will include:

- **Critical Review of Project Documentation:** Thoroughly examining relevant project documents, including reports, policies, and strategic frameworks, to ensure a deep understanding of the project's objectives, current progress, and challenges.
- **Regular Meetings and Collaboration:** Participating in structured meetings with the **Project Team, Project Members**, and other key staff from ILO and related organizations. These meetings will aim to align methodologies, address any challenges, and ensure effective coordination throughout the assignment.
- **Achievement of Deliverables:** Performing all necessary tasks to achieve the desired outputs and results, ensuring the satisfaction of ILO and other stakeholders. This includes analysing findings, addressing any gaps, and proposing solutions to improve project outcomes.
- **Post-Assignment Support:** The consultant will remain accessible after the completion of the assignment via **internet** for follow-up discussions or any clarifications required by ILO or stakeholders.

### 11. Logistical Arrangements

To facilitate the smooth execution of the assignment, the ILO will provide the following logistical support:

- **Travel:** ILO will cover the international flights based on the shortest, most economical, and direct route between the country of residence and Erbil. The assignment will cover up to two round-trips/ international flights during the contract period.
- **Daily subsistence Allowance:** ILO will provide the consultant with a daily allowance to cover accommodation, meals, and incidental expenses during field visits, in accordance with ILO regulations. The allowance will be granted for a maximum of 10 days, distributed over two separate missions.



- **Local Transportation:** The consultant will be responsible for their local transportation within each city in KRI.
- **Transportation between governorates in the KRI:** the ILO will cover the transportation cost between KRI governorate (if applicable) and as per ILO rules and standards
- **Visa and Permits:** The ILO will cover the VISA application cost and support the consultant with the necessary visa and permits for travel to Iraq and KRI, ensuring all entry requirements are met.

## 12. Administrative Support

To ensure the consultant's work proceeds without delays, the ILO will offer the following administrative assistance:

- **Access to Project Documentation:** The consultant will be granted access to essential project documents, reports, and related materials to assist in completing the assignment effectively.
- **Communication Channels:** The consultant will have access to ILO's communication systems (email, phone) for regular updates, consultations, and coordination with the project team and other stakeholders.
- **Field Coordination:** During the field mission, the consultant will collaborate closely with ILO staff and local partners to coordinate site visits, meetings, and interviews with stakeholders, ensuring smooth logistics and successful engagement.

## TIME FRAME AND ESTIMATED BUDGET

This assignment is **deliverable-based** and is expected to be completed within **five months**, from **15<sup>th</sup> May 2025 to 15<sup>th</sup> October 2025**, with a total of **40 working days** allocated to the assignment. The specific dates for the field mission to Iraq will be agreed upon between the consultant and the PROSPECTS team upon contract signature.

### **Submission:**

The bidding consultant is required to submit their proposals in two separate digital folders: one for the Technical Proposal and the other for the Financial Proposal. Each folder must be clearly labeled as "Technical Proposal" and "Financial Proposal," ensuring that financial information remains confidential until after the technical evaluation.

The subject of the submission email should be:

**RFQ-018-25\_IC\_EIIP\_Guidelines\_Development\_Iraq\_Mar25**

Applications should be submitted via email to: [iraq-procurement@ilo.org](mailto:iraq-procurement@ilo.org)

The deadline for submitting the technical and financial proposals is **6 May 2025**.