

SEDORQUEST FOR QUOTATION

PR no(s): رقم طلب الشراء: الشركة



PR/TIK/2026/00674

Date RFQ sent out: طلبات العروض تاريخ ارسال: 05/07/2026

Date quotation due back: تاريخ تسلم العروض 12/07/2026

Procurement person responsible: الشخص المسؤول عن المشتريات Asraa Mohammed

SUPPLIER NAME: اسم الشركة

RETURN QUOTATION TO: يودع العرض الى Logistic Department in SEDO

Contact name اسم ممثل الشركة

Contact name اسم الشخص للتواصل Asraa Mohammed Qasim

E-mail البريد الالكتروني

E-mail البريد الالكتروني procurement@sedoiraq.org

Phone رقم الهاتف

Phone رقم الهاتف N/A

Fax الفاكس

Fax الفاكس N/A

Mobile رقم الموبايل

Mobile رقم الموبايل N/A

Address العنوان

Address العنوان Iraq, Tikrit city, Al Jawhara Neighbourhood, House# 496

Date items required by: تاريخ المطلوب لتجهيز المواد 1-Sep-26

Delivery address: مكان التجهيز Tikrit city - SEDO HQ

Delivery method (if applicable): طريقة التسليم N/A

Payment terms: طريقة الدفع ☐ Cash or Hawala ☐ Cheque ☐ Bank transfer

For supplier to fill in:							
Line item no.	Description of Goods / Services (add attachment for technical specification if very detailed) مواصفات السلعة أو الخدمة	Unit / Form الوحدة	Quantity required الكمية	Currency العملة/ دينار	Unit Price سعر المفرد	Total Price السعر الكلي	Availability date تاريخ توفير السلعة أو الخدمة
1	Capacity building and system updating for HR/Admin department as the attached ToR بناء القدرات وتحديث نظام قسم الموارد البشرية والإدارة وحسب الشروط المرجعة المرفقة	L.S.	1	IQD دينار عراقي			

Subtotal	
Sales tax (if applicable)	
Delivery charge (if applicable)	
Other charges (if applicable)	
TOTAL المجموع	

Additional information required from supplier:
المعلومات الإضافية المطلوبة للمجهز

[1] Quote validity period
مدة صلاحية العرض

After sales services (if applicable)
الخدمات ما بعد البيع

[3] Lead time to finish all work is needed to be specified
المدة اللازمة لانتهاء العمل

Supplier confirmation of offer

Supplier stamp ختم الشركة

Name اسم ممثل الشركة

Title المنصب

Signature التوقيع

TERMS OF REFERENCE (ToR)

PR#: PR/TIK/2026/0674

Item Procurement: Capacity Building and System Updating- HR/Admin Department

Department: Program – 2601 Project

Duty Station: Tikrit city – Salahaddin governorate - Iraq

Service Duration: Three Months

SEDO BACKGROUND

Sahara Economic Development Organization (SEDO) is an Iraqi nonprofit NGO with a legal personality and registered in the federal government in Baghdad and in the Kurdistan region of Iraq. SEDO aims to empower the civil society and private sector to participate effectively in the local and national economic development through different tools and techniques and take their responsibilities in aiding the marginalized and vulnerable groups in Iraq. SEDO until now (end of 2025) implemented more than seventy projects funded by international organizations and nine projects with self-fund and local companies to achieve its goals.

SUMMARY:

Our organization, Sahara Economic Development Organization (SEDO), is currently working in eleven governorate overall Iraq with more than (50) employees in those areas. SEDO has many work policies in place across all departments, including the finance department, these policies and their tools were last reviewed and updated in 2021. SEDO looks forward to reviewing and updating the policies during this year, training staff on these updated policies, and helping them prepare the necessary tools.

OBJECTIVE:

The overall objective of this assignment is to strengthen the financial management capacity of Sahara Economic Development Organization (SEDO) by reviewing and updating its Human Resources and Administration (HR/Admin) Policies and Procedures Manual, developing

standardized HR/Admin management tools and templates, building the capacity of HR/Admin and relevant operational staff, and ensuring that the HR/Admin management system aligns with international NGO best practices, donor compliance requirements, and Iraqi legal and regulatory requirements.

KEY RESPONSIBILITIES AND DELIVERABLES:

The selected consulting firm or individual shall work closely with SEDO management and the Finance Department to complete the following activities:

A. Assessment of Current HR/Admin Management System:

The consultant shall:

- Review all existing HR and administration policies and procedures.
- Review the organizational structure, staffing workflows, job descriptions, and delegated authorities.
- Review recruitment, selection, contracting, onboarding, probation, and personnel-change processes.
- Assess personnel-file management, confidentiality, data protection, and record-retention arrangements.
- Review attendance, leave, timesheets, performance management, staff development, and separation processes.
- Review grievance, disciplinary, safeguarding, PSEA, whistleblowing, and conflict-of-interest procedures.
- Review office management, correspondence, archiving, travel, fleet, facilities, assets, and inventory administration.
- Assess segregation of duties, approval authorities, control points, and coordination with Finance, Procurement, Programs, and Security.
- Assess compliance with applicable Iraqi labour, social security, NGO, occupational safety, and other relevant requirements.
- Assess HR/Admin forms, trackers, checklists, filing systems, and management reports.
- Assess consistency of implementation across SEDO's headquarters and field offices.
- Identify strengths, weaknesses, gaps, operational risks, and priority actions.
- Conduct interviews and consultations with key management, HR/Admin, and representative field and support staff.

Deliverable:

- HR and Administration Systems Assessment and Gap-Analysis Report

B. Review and Update HR/Admin Manuals

Review, revise, and consolidate SEDO's existing HR and Administration policies, including:

- Human Resources Policy and Procedures Manual
- Recruitment, Selection, and Equal Opportunity Policy
- Performance Management and Staff Development Policy
- Code of Conduct, Grievance, and Disciplinary Policy
- Safeguarding, PSEA, Whistleblowing, and Conflict-of-Interest provisions
- Staff Data Protection, Confidentiality, and Records-Retention provisions
- Administration, Office Management, Travel, Fleet, Asset, and Archive procedures

The revised policies and manuals should comply with:

- Applicable Iraqi labour, social security, NGO, and related legal and regulatory requirements
- International NGO and humanitarian good practice
- Major donor compliance, safeguarding, PSEA, duty-of-care, and internal-control expectations
- SEDO's organizational structure, geographic coverage, operational context, and approved governance framework

Deliverable:

- Reviewed and updated HR and Administration policies and manuals

C. Recommend and Develop New HR and Administration Policies

Based on the assessment, the consultant may recommend and develop additional policies or stand-alone procedures, including:

- Workforce planning and position authorization
- Recruitment, vetting, reference checks, and conflict-of-interest controls
- Job descriptions, grading or classification, compensation, and benefits administration

- Employment contracts, induction, probation, renewal, promotion, and transfer
- Working hours, attendance, leave, overtime, remote work, and field-duty arrangements
- Performance management, learning and development, coaching, and succession planning
- Grievance handling, workplace investigations, disciplinary actions, appeals, and non-retaliation
- Safeguarding, PSEA, child safeguarding, whistleblowing, and mandatory reporting
- Staff well-being, duty of care, occupational health and safety, and reasonable inclusion measures
- Personnel data protection, access controls, digital and physical filing, and record retention
- Resignation, termination, redundancy, exit clearance, handover, and final settlement
- Management of consultants, volunteers, interns, daily workers, and other non-employee personnel
- Office, facilities, utilities, visitor, correspondence, and archive management
- Travel, movement, accommodation, fleet, driver, fuel, and vehicle-maintenance administration
- Asset, equipment, inventory, handover, transfer, maintenance, and disposal administration
- Any other policy recommended to strengthen SEDO's HR/Admin capacity and multi-office consistency

Deliverable:

- New HR/Admin policies or stand-alone procedures approved by SEDO

D. Develop Standard Operating Procedures (SOPs)

Develop practical SOPs and workflows for major HR and administration processes, including:

- Staffing requests, recruitment, shortlisting, interviews, selection, and reference checks
- Contracting, onboarding, induction, probation, renewal, and personnel changes
- Attendance, timesheets, leave, overtime, and payroll-change notification
- Performance planning, appraisal, staff development, and training administration

- Grievance, disciplinary, investigation, safeguarding referral, and whistleblowing processes
- Staff separation, exit interview, clearance, handover, and final-settlement coordination
- Travel, movement, accommodation, visitor, meeting, and workshop administration
- Office, facility, maintenance, correspondence, archive, and administrative-request management
- Vehicle request, authorization, logbook, fuel, maintenance, and accident reporting
- Asset and inventory handover, transfer, tracking, maintenance, and disposal coordination
- HR/Admin reporting, compliance review, risk monitoring, and records retention

Deliverable:

- HR and Administration SOP Manual with practical process maps

E. Develop HR and Administration Tools and Templates

Prepare or update standardized, editable templates and trackers, including:

- Staffing Request and Position Authorization Form
- Job Description Template and Job Description Review Checklist
- Vacancy Announcement, Longlisting, and Shortlisting Templates
- Interview Questions, Scoring Matrix, and Selection Report
- Reference Check, Vetting, and Conflict-of-Interest Declaration Forms
- Personnel Information Form and Personnel-File Checklist
- Onboarding, Induction, and Probation Review Checklists
- Contract Renewal, Personnel Change, Promotion, and Transfer Forms
- Attendance, Timesheet, Leave, and Overtime Tools
- Payroll Change Notification and Social Security Compliance Checklist
- Performance Plan, Appraisal, Learning Plan, and Training Tracker
- Grievance, Disciplinary, Investigation, and Whistleblowing Forms
- Safeguarding and PSEA Referral and Confidential Record Templates
- Exit Interview, Clearance, Handover, and Separation Tracker
- Travel, Movement, Vehicle Request, Logbook, Fuel, and Maintenance Tools
- Visitor Log, Office Maintenance Request, Correspondence Register, and Archive Index

- Asset Handover, Inventory Movement, and Administrative Incident Forms
- HR/Admin Delegation and Responsibility Matrix and Annual HR Calendar
- HR/Admin Risk Register, Internal Control Checklist, and Compliance Checklist

Deliverable:

- Complete HR and Administration Toolkit in editable Word and/or Excel formats

F. Capacity Building

Design and deliver practical training sessions covering:

- Updated HR and Administration policies and manuals
- Roles, delegated authorities, segregation of duties, and cross-department coordination
- Fair recruitment, onboarding, contracting, and personnel-file management
- Attendance, leave, performance management, learning, and staff separation
- Grievance, disciplinary, investigation, and non-retaliation requirements
- Safeguarding, PSEA, code of conduct, confidentiality, and staff data protection
- Iraqi legal and regulatory compliance relevant to HR/Admin operations
- Office, travel, fleet, asset, inventory, archive, and facility administration
- Documentation standards, internal controls, risk management, and compliance monitoring
- Use of the new HR/Admin templates, trackers, checklists, and process maps
- Training of Trainers for designated SEDO HR/Admin personnel

Training should include:

- Practical exercises
- Case studies
- Group work
- Templates practice

Deliverable:

- Training agenda and approved session plan
- Training materials and participant handouts
- Presentations, facilitator notes, and practical exercises

- Attendance sheets and participant evaluations
- Pre- and post-training assessments
- Training and Training of Trainers report

G. Post-Training Technical Support

Provide technical support during initial implementation by:

- Answering technical and procedural questions from designated SEDO staff
- Reviewing a sample of the first completed forms, files, trackers, and workflows
- Supporting consistent application of the updated policies and procedures across offices
- Providing practical recommendations and incorporating agreed lessons into the final package

EXPECTED DELIVERABLES:

Deliverable

Inception Report
HR/Admin Assessment and Gap-Analysis Report
Draft HR and Administration Policies and Manuals
Draft HR/Admin SOPs and Process Maps
HR/Admin Toolkit in Editable Formats
Staff Training and Training of Trainers
Final HR/Admin Policies, Manuals, SOPs, and Toolkit
Final Report and Implementation Recommendations

Timeline

Week 1
Week 3
Week 5
Week 6
Week 7
Week 8–10
Week 11
Week 12

ELIGIBILITY APPLICANTS

Applications are open to:

- Individual consultants;
- Consulting firms;
- Consulting bureaus;
- Specialized NGOs;
- Training and capacity development institutes.

Applicants should be legally registered (where applicable) and authorized to provide consultancy services in Iraq. Individual consultants must be legally eligible to work and provide professional consultancy services in Iraq.

QUALIFICATIONS

The applicant should meet the following minimum qualifications:

- A bachelor's degree or higher in Human Resources Management, Business Administration, Public Administration, Organizational Development, Law, Management, or another relevant discipline.
- At least seven years of professional experience in human resources management, administration, organizational development, policy and systems development, or institutional capacity strengthening for NGOs, INGOs, UN agencies, public institutions, or the private sector.
- Demonstrated experience reviewing and developing HR and administration policies, procedures, SOPs, process maps, internal controls, and practical management tools.
- Proven experience designing and facilitating capacity-building programs for HR/Admin staff, managers, and non-specialist personnel.
- Strong understanding of Iraqi labour, social security, NGO, occupational safety, and other requirements relevant to HR and administrative operations.
- Good knowledge of safeguarding, PSEA, staff data protection, duty of care, humanitarian principles, donor compliance, and NGO internal-control expectations.

- Excellent analytical, policy-drafting, report-writing, communication, consultation, and facilitation skills.
- Strong proficiency in Microsoft Office applications, particularly Word, Excel, and PowerPoint, with the ability to prepare practical editable tools.
- Fluency in Arabic is required. Good professional command of English is highly desirable for drafting and technical communication.

EVALUATION PROCESS

The application will be evaluated from (100) points; 70 points for technical side as follows:

<u>Criteria</u>	<u>Points</u>
Experience in developing finance manuals and financial management systems	20
Experience working with NGOs/INGOs and international donor-funded projects	20
Quality of proposed methodology and work plan	15
Qualifications and relevant experience of the consultant or proposed team	15
Total Technical Score	70

And (30) points for financial, the lowest price will take all (30) points and other offers will be calculated on following of this question:

$(\text{Minimum offer price} \div \text{the current offer price}) * 30$

PAYMENT TERMS AND SCHEDULE:

There will be four payments with required deliverables as the below table:

Payment #	Deliverables	Payment amount %
1	• Signed and Stamped SCN • Deliverables of step (A) as mentioned above • Original Invoice	20%

2	• Signed and Stamped SCN • Deliverables of steps (B+C) as mentioned above • Original Invoice	30%
3	• Signed and Stamped SCN • Deliverables of steps (D+E) as mentioned above • Original Invoice	30%
4	• Signed and Stamped SCN • Deliverables of steps (F+G) as mentioned above • Original Invoice	20%

DURATION:

This service is required for three months, and starting date expected by st September 2026 and ending by 30th November 2026.

ACCEPTANCE OF PROPOSALS:

All rights to accept or reject proposal without giving any reasons, shall be reserved by SEDO. If deemed necessary, the vendor shall be asked for modifications.

HOW TO APPLY:

The applying ways and required documents mentioned in the advertisement documents in both languages, Arabic and English.