

SEDO		REQUEST FOR QUOTATION	
PR no(s): رقم طلب الشراء: الشركة	 PR/TIK/2026/00674	Date RFQ sent out: تاريخ ارسال طلبات العروض	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 MEAL department as the attached ToR بناء القدرات وتحديث نظام قسم المراقبة والتقييم 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) (إن وجدت) خدمات 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 – MEAL 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 Monitoring, Evaluation, Accountability and Learning (MEAL) capacity of Sahara Economic Development Organization (SEDO) by reviewing and updating its MEAL Policies and Procedures Manual, developing

standardized SOPs, tools, and templates, building the capacity of MEAL and relevant program staff, and ensuring that SEDO's systems align with international NGO good practice, donor requirements, data-protection and ethical standards, organizational learning needs, and the operational realities of a multi-location organization.

KEY RESPONSIBILITIES AND DELIVERABLES:

The selected individual consultant or consulting firm shall work closely with SEDO management, the MEAL Department, and relevant program teams to complete the following activities:

A. Assessment of the Current MEAL System:

The consultant shall:

- Review all existing MEAL policies, procedures, frameworks, guidance, forms, databases, and reporting tools.
- Review organizational and project-level theories of change, results frameworks, logframes, indicators, targets, and assumptions.
- Assess monitoring plans, data-collection methodologies, sampling approaches, field-monitoring practices, and verification arrangements.
- Review indicator definitions, disaggregation, calculation methods, data sources, frequency, responsibilities, and reporting requirements.
- Assess data-management workflows, databases, access controls, data protection, backup, archiving, and record-retention practices.
- Review data-quality assurance, verification, cleaning, validation, analysis, and periodic data-quality assessment processes.
- Review baseline, endline, needs assessment, post-distribution monitoring, outcome monitoring, and evaluation practices.
- Assess accountability to affected populations, community feedback and complaints mechanisms, referrals, response tracking, and closure processes.
- Review learning, reflection, adaptive management, lessons-learned, knowledge-management, and evidence-use arrangements.
- Assess segregation of duties, approval authorities, ethical safeguards, informed consent, confidentiality, and coordination with Programs, Safeguarding, IT, and senior management.
- Assess compliance with donor requirements, humanitarian standards, applicable Iraqi requirements, and SEDO's governance framework.

- Assess consistency of MEAL implementation across SEDO's headquarters, field offices, projects, partners, and implementation locations.
- Identify strengths, weaknesses, gaps, risks, capacity needs, and priority corrective actions.

Deliverable:

- MEAL Systems Assessment and Gap-Analysis Report

B. Review and Update Existing MEAL Policies

Review, revise, and consolidate SEDO's existing MEAL policies and guidance, including:

- Organizational MEAL Policies and Procedures Manual
- Results-Based Management and Project MEAL Planning Guidance
- Monitoring, Data Collection, Verification, and Reporting Procedures
- Data Management, Quality Assurance, Protection, and Retention Procedures
- Evaluation, Research, Assessment, and Ethical Data-Collection Guidance
- Accountability, Community Feedback, Complaints, Referral, and Response Procedures
- Learning, Knowledge Management, Evidence Use, and Adaptive Management Procedures

The revised policies and manuals should comply with:

- Applicable Iraqi legal and regulatory requirements, including relevant data-protection, confidentiality, and safeguarding considerations
- International NGO, humanitarian, results-based management, evaluation, accountability, and data-quality good practice
- Major donor requirements relating to indicators, monitoring, evaluation, accountability, learning, evidence, reporting, and audit trails
- SEDO's organizational structure, geographic coverage, program portfolio, operational context, and approved governance framework

Deliverable:

- Reviewed and updated MEAL Policies and Procedures Manual

C. Recommend and Develop New MEAL Policies

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

- Organizational theories of change, results frameworks, logframes, indicators, targets, assumptions, and risk monitoring
- Project MEAL planning, budgeting, staffing, roles, responsibilities, and coordination
- Indicator definition, disaggregation, calculation, target setting, source selection, and reference-sheet development
- Routine monitoring, field visits, observation, spot checks, remote monitoring, and verification
- Quantitative and qualitative methods, sampling, tool design, piloting, informed consent, and ethical data collection
- Baseline, endline, needs assessment, post-distribution monitoring, outcome monitoring, and evaluation management
- Data entry, cleaning, validation, storage, access control, anonymization, backup, archiving, and retention
- Data-quality standards, data-quality assessments, verification, correction, and audit-trail management
- Data analysis, visualization, dashboards, interpretation, and evidence-based reporting
- Accountability to affected populations, information sharing, participation, feedback channels, and accessibility
- Complaint intake, classification, confidentiality, safeguarding escalation, referral, response, closure, and trend analysis
- Learning agendas, reflection sessions, after-action reviews, lessons learned, knowledge products, and adaptive management
- Beneficiary counting, unique identification, duplication control, reach, coverage, and disaggregation
- Partner MEAL capacity assessment, data review, verification, support, and performance monitoring
- MEAL records, digital filing, document retention, donor reporting, evaluation repositories, and audit readiness
- Any other policy recommended to strengthen SEDO's MEAL capacity, accountability, evidence use, and multi-office consistency

Deliverable:

- New MEAL policies or stand-alone procedures approved by SEDO

D. Develop Standard Operating Procedures (SOPs)

Develop practical SOPs and workflows for major MEAL processes, including:

- Project MEAL planning, logframe review, indicator setup, target setting, and responsibility assignment
- Indicator reference sheets, monitoring plans, data-collection schedules, and reporting calendars
- Tool design, translation, piloting, enumerator preparation, consent, and field data collection
- Routine monitoring visits, observation, spot checks, verification, action tracking, and follow-up
- Data entry, cleaning, validation, correction, storage, access, backup, anonymization, and archiving
- Data-quality assessment, source-document verification, discrepancy resolution, and audit-trail maintenance
- Baseline, endline, assessment, post-distribution monitoring, outcome monitoring, and evaluation processes
- Community feedback and complaints intake, referral, safeguarding escalation, response, closure, and trend reporting
- Data analysis, dashboards, narrative reporting, indicator reporting, and management review
- Learning reviews, after-action reviews, lessons learned, dissemination, and adaptive action planning
- MEAL compliance review, risk monitoring, partner support, filing, and audit or evaluation preparation

Deliverable:

- MEAL SOP Manual with practical process maps

E. Develop MEAL Tools and Templates

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

- Organizational and Project MEAL Plan Templates
- Theory of Change, Results Framework, and Logframe Templates
- Indicator Performance Tracking Table and Indicator Reference Sheet
- Detailed Implementation and Monitoring Plan and MEAL Calendar
- Field Monitoring Checklist, Observation Form, and Action Tracker
- Data-Collection Tool Design, Translation, Piloting, and Approval Checklist
- Sampling Plan, Enumerator Guidance, Informed Consent, and Confidentiality Forms
- Baseline, Endline, Needs Assessment, PDM, and Outcome-Monitoring Templates
- Data Entry, Cleaning, Validation, Correction, and Source-Verification Logs
- Data-Quality Assessment Checklist, Report, and Corrective-Action Plan
- Beneficiary Registration, Unique-ID, Reach, Coverage, and Duplication-Control Tools
- Indicator Database, Data Dictionary, Access Matrix, Backup, and Archiving Logs
- Community Feedback and Complaints Register, Referral Form, and Closure Tracker
- Feedback Trend Dashboard, Response-Time Tracker, and Accountability Reporting Template
- Evaluation Terms of Reference, Evaluation Matrix, Management Response, and Recommendation Tracker
- Learning Agenda, Reflection Session, After-Action Review, and Lessons-Learned Templates
- Monthly, Quarterly, and Final MEAL Reporting Templates and Management Dashboard
- MEAL Responsibility Matrix, Compliance Calendar, Partner-Capacity Assessment, and Support Plan
- MEAL Risk Register, Internal Control Checklist, Data-Protection Checklist, and Audit-Readiness Checklist

Deliverable:

- Complete MEAL Toolkit in editable Word and/or Excel formats

F. Capacity Building

Design and deliver practical training sessions covering:

- Updated MEAL Policies and Procedures Manual

- Results-based management, theories of change, logframes, indicators, targets, assumptions, and risks
- MEAL planning, indicator reference sheets, monitoring schedules, roles, and coordination
- Quantitative and qualitative methods, sampling, tool design, piloting, consent, and ethical data collection
- Routine monitoring, field verification, data entry, cleaning, validation, and data-quality assurance
- Data management, confidentiality, data protection, access controls, backup, retention, and audit trails
- Baseline, endline, assessment, post-distribution monitoring, outcome monitoring, and evaluation management
- Accountability to affected populations, community feedback, complaints, referrals, safeguarding, and closure
- Data analysis, visualization, dashboards, donor reporting, learning, and adaptive management
- Use of the new MEAL templates, trackers, checklists, databases, and process maps
- Training of Trainers for designated SEDO MEAL 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, case studies, 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 MEAL plans, tools, datasets, reports, feedback records, and workflows
- Supporting consistent application of the updated MEAL procedures across offices, projects, and partners
- Providing practical recommendations and incorporating agreed lessons into the final package

EXPECTED DELIVERABLES:

Deliverable

Inception Report
MEAL Assessment and Gap-Analysis Report
Draft MEAL Policies and Procedures Manual
Draft MEAL SOPs and Process Maps
MEAL Toolkit in Editable Formats
Staff Training and Training of Trainers
Final MEAL Manual, 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 Monitoring and Evaluation, Development Studies, Statistics, Social Sciences, Economics, Data Science, Public Policy, Project Management, or another relevant discipline.
- At least seven years of professional experience in monitoring, evaluation, accountability, learning, research, data management, or institutional capacity strengthening for NGOs, INGOs, UN agencies, public institutions, or similar organizations.
- Demonstrated experience reviewing and developing organizational MEAL policies, procedures, SOPs, results frameworks, indicators, data-quality systems, and practical tools.
- Proven experience designing and facilitating capacity-building programs for MEAL staff, program teams, managers, and non-specialist personnel.
- Strong knowledge of results-based management, quantitative and qualitative methods, sampling, data quality, evaluation, accountability to affected populations, learning, and adaptive management.
- Good understanding of major donor MEAL requirements, humanitarian and evaluation standards, ethical research, safeguarding, confidentiality, and data-protection considerations in the Iraqi context.
- Excellent analytical, policy-drafting, report-writing, communication, consultation, data-visualization, and facilitation skills.
- Strong proficiency in Microsoft Office, particularly Word, Excel, and PowerPoint; familiarity with relevant data-collection, analysis, dashboard, or statistical platforms is highly desirable.
- Fluency in Arabic is required. Good professional command of English is highly desirable for drafting, analysis, reporting, 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:

(Minimum offer price ÷ 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