



CARE Iraq

CALL FOR PARTNERSHIP

Guidelines for Expression of Interest (EOI) and Partner Roster 2027-2030

Call Details

Date Issued	15-10-2026
Deadline for Submission	15-11-2026, 16:00 PM
Submission Method	Email only
Submission Email	IRQ.Partnerships@care.de
Contact for Questions	IRQ.Partnerships@care.de
Deadline for questions/clarifications	22-10-2026, 16:00 PM
Frequently asked questions (FAQ) advertisement	28-10-2026, 16:00 PM
Important notice This Call for Partnership is a prequalification and partner-identification process. Inclusion in the CARE Iraq Partner Roster does not constitute a funding commitment, project award, contractual relationship, or guarantee of future partnership.	

1. Background and Purpose

CARE resumed operations in Iraq in 2014 to support displaced populations and host communities affected by conflict. CARE Iraq's programming has since expanded across multiple governorates and combines humanitarian, recovery and development approaches. Working with local partners is central to CARE Iraq's delivery model and to strengthening locally led humanitarian and development action.

CARE Iraq is seeking Expressions of Interest from eligible Iraqi civil society organizations based in the Kurdistan Region of Iraq (KRI), Ninawa, Thi Qar, Basra or Baghdad to establish a diverse Partner Roster for the 2027-2030 strategic period. The roster is intended to support future collaboration in CARE Iraq's priority areas, including:

- Protection, including protection of women and girls and access to rights and services;
- Women and Girls Empowerment;
- Climate Resilience and Adaptation;
- Food Security
- Livelihoods
- Economic Empowerment;
- Youth Empowerment and Engagement;
- Health, where relevant to CARE Iraq programming;
- Policy advocacy, social accountability and community-led approaches;
- Integrated and cross-sectoral humanitarian, recovery and development programming.

CARE particularly encourages applications from women-led organizations (WLOs), women's rights organizations (WROs), youth-led organizations, organizations of persons with disabilities, community-based



organizations, and other local civil society actors with demonstrated community legitimacy and relevant capacities.

2. Scope and Validity of the Partner Roster

- The roster is expected to remain valid for the 2027-2030 strategic period, subject to CARE Iraq review and organizational requirements.
- CARE Iraq may refresh, reopen or expand the roster during the validity period to respond to new thematic, geographic or programmatic needs.
- Roster inclusion does not guarantee funding. Project-specific opportunities may require additional technical assessment, donor approval, budget review, due diligence, safeguarding assessment and/or a competitive selection process.
- Organizations on the roster may be requested to provide updated registration, governance, finance, safeguarding or other organizational information periodically.
- CARE Iraq may suspend or remove an organization from the roster where material eligibility, integrity, safeguarding, compliance or performance concerns arise. Decisions will be documented and communicated in writing. Where appropriate and consistent with confidentiality and safeguarding requirements, the organization will have an opportunity to clarify information or respond. CARE may take immediate protective action where necessary.

Organizations included in the roster must notify CARE Iraq promptly of material changes to their legal status, leadership, banking arrangements, operational capacity or matters affecting their eligibility. Roster inclusion applies only to the thematic areas and geographic coverage recorded in CARE's written confirmation. Additional areas may require further assessment.

3. Who Can Apply

Eligible applicants may include locally registered non-governmental organizations, civil society organizations, community-based organizations, women-led and women's rights organizations, youth-led organizations, organizations of persons with disabilities, and other non-profit civil society entities. Applicants must be based in at least one of the following locations: the Kurdistan Region of Iraq (KRI), Ninawa, Thi Qar, Basra or Baghdad.

Applicants must demonstrate at least five years of organizational operations in Federal Iraq and/or the Kurdistan Region of Iraq as of the application deadline. This requirement concerns the applicant organization's operating history, rather than the combined experience of its staff. Applicants must also hold valid registration or authorization relevant to their stated areas of operation.

CARE Iraq welcomes organizations of different sizes that meet the mandatory eligibility requirements, including at least five years of organizational operations in Iraq.

4. Mandatory Application Annex

Use Annex 1

All applicants must complete the separate document titled "Annex 1 - CARE Iraq EOI Application Form, Applicant Instructions and Submission Checklist." Annex 1 is the principal application template for this EOI and contains the required forms, response limits, evidence guidance, declarations and applicant checklist. Applicants should not substitute their own application format unless CARE Iraq provides written authorization.

Applicants should use the page and word limits stated in Annex 1. Supporting documents must be submitted only as requested in Annex 1 and should be clearly named and referenced to the relevant application section. CARE Iraq may disregard unsolicited material that is not relevant to the assessment.

5. Stage 1 - Eligibility, Declarations and Preliminary Compliance Screening

Stage 1 is a preliminary eligibility and compliance screening, not a full Due Diligence Assessment. CARE Iraq will assess the information, declarations and supporting evidence submitted through Annex 1. Each requirement will be recorded as Pass, Clarification Required, or Fail. Only applicants meeting the mandatory requirements, after any permitted clarification, will proceed to **Stage 2**.

Mandatory requirement	Where the applicant demonstrates it	CARE preliminary verification	Minimum decision standard
Legal status	Annex 1 Sections 2 and 15; registration/authorization attachment.	Document validity and consistency with applicant identity and area of operation.	Valid legal basis to operate.
Geographic eligibility	Annex 1 Sections 1, 4 and 16; organizational profile.	Verify the organization is based in the Kurdistan Region of Iraq (KRI), Ninawa, Thi Qar, Basra or Baghdad.	Mandatory: based in at least one of the specified locations.
Minimum operating history	Annex 1 Sections 1, 2 and 6; organizational profile and relevant records.	Verify at least five years of organizational operations in Iraq as of the application deadline.	Mandatory: at least five years of organizational operations in Federal Iraq and/or KRI; staff experience alone does not satisfy this requirement.
Non-profit / civil society character	Annex 1 Sections 2 and 15; profile/statute where relevant.	Consistency of mandate and organizational character.	Legitimate civil society/non-profit actor.
Organizational bank account	Annex 1 Sections 8 and 15; redacted organizational bank evidence.	Confirm account exists in organization name; full banking verification later.	Organizational account evidenced.
Relevant experience	Annex 1 Sections 5-7 and project experience table.	Review relevance of thematic/geographic track record and references.	Relevant organizational/programmatic experience demonstrated.
Humanitarian principles / Do No Harm	Annex 1 Sections 9 and 12; signed declaration; relevant guidance where available.	Review commitments and concrete risk-prevention/accountability practices.	Commitment plus credible basic practices; no material contradictory red flags.
Safeguarding / PSEAH	Annex 1 Sections 9 and 15; signed declaration; policy/guidance where available.	Preliminary review of arrangements; detailed assessment later.	Commitment and minimum arrangements demonstrated; accepts CARE assessment/remediation.
Integrity / conflicts / Politically Exposed Persons (PEP) disclosure	Annex 1 Sections 13 and 16.	Review disclosures and escalate risk where needed.	Disclosure completed; no disqualifying concern identified.
Sanctions / restricted-party screening	Annex 1 Sections 13 and 16.	Consent and preliminary organizational screening under CARE procedures; potential matches resolved before progression. Further checks before roster inclusion.	Consent provided; no confirmed disqualifying match.
Due diligence participation	Annex 1 Sections 13 and 16.	Confirmation of willingness to provide required information if shortlisted.	Applicants accept proportionate Due Diligence Assessment (DDA) and verification.

Accuracy / authorization	Annex 1 Section 16.	Authorized signature and consistency checks.	Authorized certification received; no material misrepresentation.
--------------------------	---------------------	--	---

Stage 1 decision statuses

Pass: The mandatory requirement is satisfactorily demonstrated.

Clarification Required: Existing information or evidence requires clarification before a decision can be made. This status does not constitute a pass or authorize progression to Stage 2.

Fail: A mandatory requirement is not met, or a disqualifying concern is confirmed.

Comparable omissions will be handled consistently. Where clarification is permitted, CARE will issue a written request and response deadline. Clarification may substantiate an existing claim or correct an administrative omission; it must not introduce a materially different application or experience acquired after the submission deadline.

For this call, minimum safeguarding arrangements comprise: an explicit commitment to preventing sexual exploitation, abuse and harassment; a designated responsible person or role; a safe and confidential route for staff and community members to report concerns; and a basic process for referring or responding to concerns while protecting confidentiality and preventing retaliation. Equivalent practical arrangements may be accepted where standalone policies are not yet available.

A “No” response to an individual safeguarding question will not automatically result in rejection. CARE will assess the underlying arrangements and distinguish remediable capacity gaps from an absence of essential safeguards or an unwillingness to meet safeguarding requirements. Any actions required before roster inclusion must be documented and verified.

6. Stage 2 - Technical and Partnership Assessment

EOIs that pass Stage 1 will be assessed competitively against the published criteria below. Annex 1 is structured to collect the information and evidence needed for this assessment, including specific verification guidance for each section. **Climate Resilience and Adaptation is explicitly included as a CARE Iraq technical sector under the technical/thematic criterion.**

Criterion	Weight	What CARE will consider	Applicant evidence location	How CARE may verify
Technical and thematic experience (applicants may submit one, two or three themes without penalty)	30%	Relevant experience, quality of approaches and evidence of results across CARE Iraq priority sectors, including Climate Resilience and Adaptation.	Annex 1 Sections 5-7.	Project/experience records, referenced evidence, institutional references and clarification where needed.
Geographical presence, access and community legitimacy	20%	Credible access, contextual understanding, community acceptance and accountable relationships within the applicant's stated geographic areas. The number of offices or governorates covered will not, by itself,	Annex 1 Section 4.	Consistency with project history, references and other legitimate verification.

		attract additional points.		
Organizational and project management capacity	15%	Governance, staffing and project-management capacity proportionate to proposed role.	Annex 1 Sections 2 and 8.	Desk review; deeper verification during DDA if shortlisted.
Women and Girls equality, safeguarding, inclusion and accountability	15%	Practical approaches to women and girls equality, safeguarding/PSEAH, inclusion, accountability and community feedback.	Annex 1 Sections 9 and 12.	Review of narratives, policies/guidance and later safeguarding assessment.
Partnership and localization approach	10%	Readiness for equitable partnership, co-design, mutual learning, transparency and organizational strengthening.	Annex 1 Section 10.	Narrative review, examples and references/clarification.
MEAL, learning and adaptive management	10%	Ability to monitor results, use feedback/data, learn and adapt.	Annex 1 Section 11.	Examples, tools/approach description, references and later project-specific review.

Scoring note: CARE Iraq will rate each criterion from 0 to 5 using a standardized assessment guide. Each weighted score will be calculated as: criterion rating ÷ 5 × criterion weight. The six weighted scores will be added to give a total out of 100. The minimum overall technical threshold is 75%.

In addition to meeting the overall technical threshold of 75%, an organization must score at least 3 out of 5 in each thematic area confirmed for roster inclusion. Areas scoring below this minimum will not be included in its approved roster coverage.

Each selected priority thematic area will receive a separate technical rating. Where an applicant submits two or three priority areas, the arithmetic mean of those ratings will be used for the 30% technical criterion. Selecting only one area will not reduce the maximum available score.

The number of projects, size of budgets, international donor relationships and geographic breadth will not automatically determine a higher rating. CARE will assess the quality and credibility of evidence in relation to the applicant's proposed role.

Meeting the technical threshold qualifies an applicant for further verification; it does not guarantee roster inclusion. Roster decisions remain subject to satisfactory reference checks, required screening, proportionate due diligence, safeguarding verification and internal approval.

7. r is and Clarification Process

1. Complete Annex 1 in Word using the prescribed structure and response limits. Do not replace Annex 1 with an organizational profile or narrative proposal.
2. Sign the Eligibility and Integrity Declaration in Annex 1. Electronic signature or scanned signature may be used unless CARE Iraq specifies another method.
3. Convert the completed and signed Annex 1 to PDF. Supporting documents should remain as separate, clearly named attachments unless CARE Iraq instructs otherwise.
4. Submit the completed Annex 1 and all required supporting documents by email to the submission address stated on the cover page before the deadline.

5. Use the email subject: “**CARE Iraq Partner Roster EOI 2027-2030 - [Organization Name]**”.
6. Questions must be submitted in writing to **IRQ.Partnerships@care.de** by the clarification deadline. CARE Iraq will consolidate material questions and publish/share an FAQ/Q&A so all interested applicants have access to the same information.

Where email attachment size prevents submission, applicants should notify CARE Iraq before the deadline using the published contact address and follow the alternative file-transfer instruction provided by CARE Iraq. Applicants should not use unsolicited cloud-sharing links unless CARE Iraq confirms that method.

8. Assessment and Selection Process

Applications passing Stage 1 will proceed to technical assessment. Applicants meeting the technical threshold will then undergo the verification required for roster inclusion. This includes reference checks, applicable screening, proportionate due diligence and safeguarding verification.

Where capacity gaps can be managed, CARE may agree documented improvement actions and conditions. Essential actions required before admission must be completed before roster inclusion is confirmed. Longer-term capacity-strengthening actions may continue after admission where permitted by CARE requirements.

Final decisions will be documented, approved by the designated CARE authority and communicated in writing.

The process below shows how the EOI moves from application to roster decision and where verification may occur.

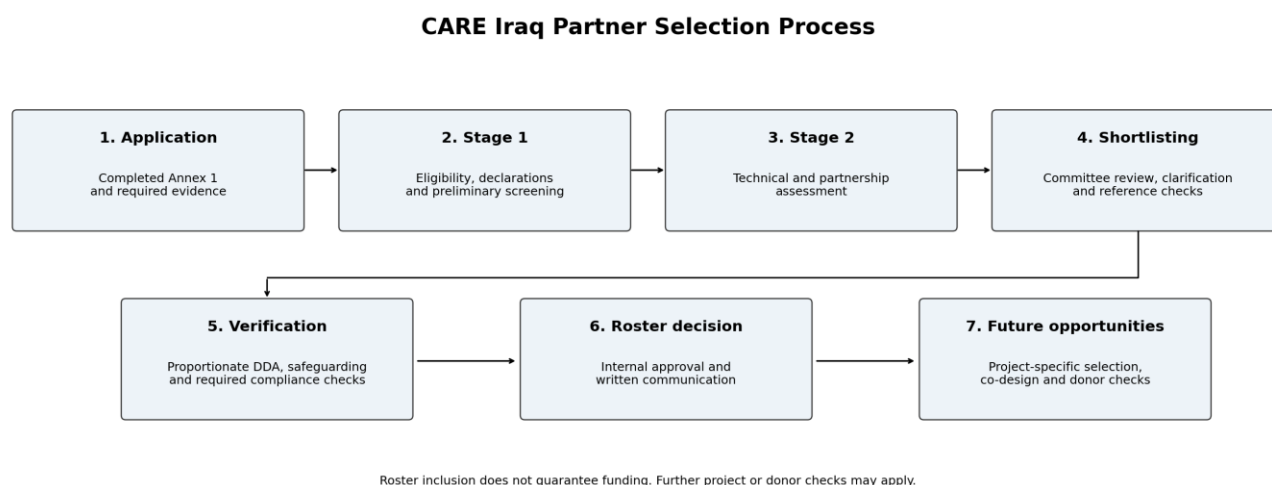


Figure 1. CARE Iraq partner-selection and verification process.

9. Due Diligence Assessment (DDA)

Applicants meeting the technical threshold will undergo the screening, reference checks, proportionate due diligence and safeguarding verification required before roster inclusion is confirmed. Further or updated checks may be required for specific partnership opportunities.

Due diligence is separate from the EOI technical selection stage. Shortlisted organizations may be asked to provide additional documents and records for a proportionate assessment based on the nature, scale and risk profile of the prospective partnership. Depending on the proposed role, verification may cover:

- Governance and legal status;
- Financial management, internal controls and audit history;
- Procurement and asset-management arrangements;
- Human resources and staff-management systems;
- Safeguarding, PSEAH and complaints/reporting mechanisms;
- Fraud, corruption, conflicts of interest and ethical conduct;



- Sanctions/restricted-party and PEP screening;
- Data protection and information management, where applicable;
- Security, access and duty-of-care arrangements, where relevant;
- Program quality, MEAL and accountability systems;
- Reference checks and prior partnership performance.

A capacity gap identified during due diligence does not automatically require exclusion where the risk can reasonably be managed through agreed conditions, capacity-strengthening actions, monitoring or other mitigation measures, subject to CARE and donor requirements.

10. Reasons an EOI May Be Rejected or Disqualified

- Submission after the published deadline, unless CARE Iraq formally extends the deadline for all applicants;
- Failure to meet one or more mandatory eligibility requirements;
- Failure to provide material information required for assessment after an opportunity for clarification, where appropriate;
- Materially false, misleading, fabricated or deliberately omitted information;
- Disqualifying sanctions, integrity, safeguarding or legal concerns identified through CARE screening or due diligence;
- Undeclared conflict of interest that materially affects the integrity of the selection process;
- Attempted bribery, coercion, collusion or other improper influence in relation to the EOI process.

11. Conditions of the Call

- CARE Iraq reserves the right to amend, extend, suspend or cancel this Call for Partnership where operational, donor, legal or organizational circumstances require.
- CARE Iraq may request clarifications or additional information in accordance with Section 5. Comparable cases will be treated consistently; clarification requests, responses and decisions will be documented.
- CARE Iraq may conduct reference checks and verify information with relevant third parties, subject to appropriate confidentiality and data-protection safeguards.
- All costs associated with preparation and submission of an EOI are borne by the applicant.
- Participation in this process does not create any entitlement to funding, reimbursement, partnership or contractual award.
- CARE Iraq may undertake project-specific competitive processes even where eligible organizations are already included on the roster.
- Applicants must not offer gifts, payments, favors or other benefits to influence the process. Any actual or potential conflict involving an applicant and CARE personnel participating in the assessment must be disclosed. CARE will manage assessment team conflicts through its internal procedures, including recusal where appropriate.

12. Confidentiality and Data Protection

CARE Iraq will treat information submitted by applicants as confidential and will use it for legitimate partnership assessment, due diligence, compliance, roster-management and related organizational purposes. Access should be limited to personnel and service providers with a legitimate need to know, subject to applicable CARE policies and legal requirements.

Applicants should not submit unnecessary sensitive personal information, staff identity documents, beneficiary data, unredacted full bank statements, bank balances or full bank account numbers at EOI stage. CARE Iraq may request additional information from shortlisted organizations where required for screening, safeguarding assessment or DDA.



Information may be shared with authorized CARE personnel, relevant CARE member offices and contracted verification providers where necessary for the purposes stated above, subject to applicable confidentiality and data-protection requirements.

Applicants should ensure that institutional referees are aware that their professional contact details have been provided to CARE for verification.

13. Communication of Results

CARE Iraq will communicate the outcome of the EOI process to applicants through the contact details provided in Annex 1. Only formal written communication issued by CARE Iraq should be considered an official selection or roster decision.

13.1 Complaints mechanism

Applicants may raise concerns about procedural irregularities, conflicts of interest or improper conduct through irq.complaint@care.de. CARE will acknowledge them within 5 business days and explain the expected response process.

Raising a concern in good faith will not disadvantage an applicant. This mechanism addresses the fairness and integrity of the process and does not guarantee reassessment solely because an applicant disagrees with its score. Concerns involving members of the assessment team will be referred to a person outside the subject of the complaint.

14. Application Document

Mandatory Annex 1

Applicants must complete and submit the separate “Annex 1 - CARE Iraq EOI Application Form, Applicant Instructions and Submission Checklist.” The annex contains all required forms, page/word limits, evidence requirements, declarations and the final applicant completeness checklist. Where there is a conflict between an applicant’s own template and Annex 1, Annex 1 will govern the application format.

The Guidelines and Annex 1 must be read together. The Guidelines establish eligibility and selection rules; Annex 1 establishes the required application format and evidence requirements. Applicants should seek clarification if they identify an inconsistency. Material corrections will be communicated through the published clarification channel.