



Request for Proposal (RFP)
for Final Project Evaluation - Filling the Gap: Sustaining Accountability for International Crimes
in Iraq
GRC/RFP/P26-062

<https://globalrightscompliance.org/>

Stichting "Global Rights Compliance Foundation", Prinses Margrietplantsoen 33, 2595 AM Gravenhage Nederland
Kvk number 70 048436, RSIN number 85811884.

Procuring Entity	Global Rights Compliance Foundation (https://globalrightscompliance.org/)
Type of the Contract	RFP for Final Project Evaluation - Filling the Gap: Sustaining Accountability for International Crimes in Iraq
Language (s)	English, Arabic and/ or Kurdish is an advantage
Duration	2 months
RFP/RFQ Issue Date	20 August 2026
RFP/RFQ Closing Date & Time	30 August 2026 (Proposals will be reviewed on a rolling basis, and early submission is strongly encouraged.)

The successful bidder will be formally notified by GRC via e-mail..

Enclosed is a Request for Proposal (RFP) for Final Project Evaluation - Filling the Gap: Sustaining Accountability for International Crimes in Iraq.

Global Rights Compliance Foundation acting as the Procuring Entity, invites qualified auditing firms to submit their best-value proposal for the specified service (s).

The award of any subcontract is contingent upon the availability of donor funds, successful negotiation of the budget and contractual terms, and donor/client approval where required.

The resulting agreement will be issued as a single firm fixed-price purchase order.

Offerors are advised that, following the submission of proposals, payment schedules and implementation timelines may be subject to revision prior to the signing of the final contractual agreement with the selected Service Provider(s).

General Background

Global Rights Compliance is an international human rights legal practice based in the UK and the Netherlands, specialising in international human rights, criminal, and humanitarian law. We have a dedicated Business and Human Rights Unit focused on providing advice to businesses, public sector institutions, civil society organisations, and investors on both the legal and practical aspects of human rights due diligence,

responsible business conduct, as well as heightened human rights due diligence in conflict-affected and high-risk areas.

Purpose and Objective of the Service

GRC seeks to select a firm to conduct the final external evaluation of the project “Filling the Gap: Sustaining Accountability for International Crimes in Iraq.” The evaluation will provide an independent and evidence-based assessment of the project’s implementation, achievements and results, including its contribution to strengthening the institutional capacity of the Commission for Investigation and Gathering Evidence (CIGE), advancing accountability pathways, and establishing capacities and systems that can be sustained beyond the project period.

The evaluation will assess the project against the OECD-DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability, while also generating practical learning on the approaches and methodologies used by GRC and its partners. Particular attention will be given to the project’s capacity-strengthening approach, the complementarity of the collaboration between GRC, CMN and CIGE, the integration of survivor-centred and trauma-informed approaches, and the extent to which project-supported capacities and systems are likely to be sustained following the conclusion of external support.

The evaluation will also identify lessons, good practices and approaches that can inform the design and implementation of future justice and accountability programmes, including approaches that may be replicated or adapted in other contexts.

The selected firm is expected to design and implement a rigorous, participatory and context-sensitive evaluation that combines document review and analysis of project monitoring and other relevant evidence with appropriate qualitative and, where relevant, quantitative data collection. The selected firm will be expected to engage with relevant project stakeholders, including GRC, CMN and CIGE personnel, both online and on-site in Duhok.

The main objectives of the final evaluation are to:

- Assess the achievement of intended outputs, outcomes and overall objectives;
- Assess the project’s contribution to strengthening CIGE’s institutional capacity;
- Assess sustainability of the project’s supported investigative, analytical and evidence management systems;
- Assess the project’s contribution to accountability pathways, including support to prosecutions, sanctions and victim-centered justice;
- Identify lessons learned and recommendations for future programming.

Scope of Work

- Timeframe: September 2024 - September 2026
- Geographic scope: Duhok, Kurdistan region of Iraq
- Stakeholders: The evaluation should engage GRC and CMN relevant project staff and relevant CIGE staff and representatives.

Travel requirements

The evaluation is expected to include in-person fieldwork in Duhok, in the Kurdistan Region of Iraq, including meetings and interviews with relevant project stakeholders and beneficiaries, subject to the final evaluation methodology and agreed workplan. The evaluation team must be able to travel to and enter the Kurdistan Region of Iraq at the beginning of the contract and no later than mid-September.

As part of their proposal, applicants must clearly confirm the immigration status of each proposed team member who is expected to travel to Duhok. Applicants should specify the basis on which each team member is eligible to travel (for example, visa-exempt nationality, eligibility for visa on arrival, existing residence or presence in Iraq/Kurdistan, or another applicable basis), as well as any relevant conditions, including permitted duration of stay. Applicants should also confirm that no advance visa or consular application is required that could prevent or materially delay commencement of the evaluation. GRC will not be responsible for delays to the evaluation arising from the evaluator's inability to obtain the necessary visa, entry authorization or other travel documentation within the required timeframe. Applicants should therefore ensure that all proposed travelling team members have the necessary right to enter and remain in the Kurdistan Region for the duration required to complete the assignment. Applicants should identify in their technical proposal which team members are expected to travel to Duhok, the anticipated duration and timing of travel, and any relevant assumptions or restrictions affecting their ability to undertake the fieldwork.

All costs associated with travel required to undertake the evaluation, including international and/or domestic transportation, accommodation, meals and other applicable travel-related expenses, will be covered by GRC according to the applicable donor's rules and rates.

Language requirements

Excellent written and spoken English language skills are required. Knowledge of Arabic and/or Kurdish is considered an advantage. GRC will provide appropriate interpreting support for data collection activities conducted in Arabic and/or Kurdish, where required.

Deliverables

Deliverables	Description	Target Dates	Payment %
Inception report	A detailed document outlining evaluation methodology, data collection tools and work plan, including timeline. The inception report should also include a concise summary of the project and country context, demonstrating background knowledge and understanding of the project's scope and environment. GRC will review and approve the inception report, including the proposed data collection and analysis methodology, before the evaluator(s) proceed to the next stage of the evaluation.	7 th September	40%
Data collection and preliminary findings summary	A short (3–5 page) summary or presentation highlighting emerging findings, challenges, and preliminary trends identified during data collection. This deliverable will serve as a checkpoint to validate early observations with GRC and ensure contextual accuracy before drafting the final report.	Week of 28 th of September	
Validation Workshop	An interactive online session to present and discuss the key findings, conclusions, and recommendations with project staff, partners, and	Week of 5 th of October	

	other stakeholders as relevant. The evaluator(s) will gather feedback during this session to inform the final report.		
Draft Evaluation report	A comprehensive report presenting the evaluation findings, analysis, and preliminary conclusions and recommendations. The draft report will be circulated for feedback among GRC project staff. The evaluator(s) will be expected to incorporate relevant feedback into the final version. While not all comments must be adopted, the evaluator(s) should carefully consider and respond to GRC's feedback through review to ensure accuracy and completeness.	Week of 12 th of October	
Final Evaluation Report	A final, evidence-based report incorporating feedback from GRC and relevant stakeholders. The report should be clear, concise, and not exceed 30 pages (excluding annexes). It should include the following sections: Executive Summary (2–3 pages); Introduction and background; Methodology and limitations; Findings and analysis; Conclusions and recommendations; Annexes (ToR, data collection tools, list of people interviewed, bibliography, etc.). Two rounds of review from GRC team should be considered before the Report is considered finalized.	Week of 23 rd of October	60%

Duration of the Work

The envisaged time frame of the partnership is from beginning of September to end of October 2026, for about two months of service.

Proposal Submission

To be considered, Offerors must submit a complete proposal, as per the attachments below, by the closing date and time indicated in this solicitation. Proposals must be prepared in English (unless otherwise required), clearly written, easy to review, and strictly follow the instructions provided, containing only the requested information.

Applications will be reviewed on a rolling basis. GRC encourages interested firms to submit their proposals as soon as possible. GRC reserves the right to review applications, conduct interviews and select a suitable evaluator before the closing date if a suitable candidate is identified. The selected firm is expected to be available to commence the evaluation as soon as possible following contracting

All requests for clarification must be submitted in writing and addressed via e-mail to the designated Procurement Contact: procurement@grcompliance.org, with a copy (cc) to zinebreffass@globalrightscpliance.co.uk no later than **5 days** from the issue date of this RFP. The solicitation number should be stated in the subject line.

Proposals (Technical Proposal and Financial Proposal) must be submitted in two separate parts. All submissions must be sent electronically, with the e-mail subject line clearly stating “**GRC/RFP/P26-062/ Final**

Project Evaluation - Filling the Gap: Sustaining Accountability for International Crimes in Iraq.”

Proposals should be addressed to the designated Procurement Contact at : procurement@grcompliance.org
, with a copy (cc) to zinebreffass@globalrightscompliance.co.uk

Offerors are reminded to treat all information contained in this solicitation with strict professional confidentiality. The successful firm will be required to sign a Non-Disclosure Agreement (NDA) or Confidentiality Agreement prior to commencing the assignment.

Sincerely,

GRC Procurement Department

Attachments:

- Attachment I :Instructions to Offerors
- Attachment II :Evaluation Criteria
- Attachment III :Cover Letter

Attachment I INSTRUCTIONS TO OFFERORS

A. General Instructions

These Instructions to Offerors do not form part of the offer or the contract; they are intended solely to guide Offerors in preparing their proposals. Please read and follow these instructions carefully.

1. **Language and Format:** Proposals and all related documents must be written in English unless otherwise explicitly requested by GRC. Proposals should be single-spaced, with clear section headings, and presented in the order specified in Attachment III – Evaluation Criteria.
2. **Original Work Requirement:** Proposals must reflect the Offeror's own work. Any external sources must be properly cited. Plagiarized content will result in automatic disqualification.
3. **Currency and Pricing:** All cost and price figures must be presented in USD (gross of tax, net of customs duties). The resulting agreement will be issued as a firm fixed-price purchase order in USD.
4. **Validity Period:** The Offeror must state in their proposal the validity period of their offer. The minimum acceptance period is **90 days** after the closing date of the RFP. If an Offeror provides a shorter validity period, they will be asked to revise it. Failure to extend validity will result in rejection.
5. **Separation of Technical and Financial Proposals:** The **Technical and Financial Proposals** must be submitted separately. Technical Proposals must not contain any cost or pricing information, ensuring that technical evaluation is based strictly on merit.
6. **Legal Registration:** Offerors must be licensed entities, evidenced by submission of a valid **Business License** or official registration. The license must clearly show a license number, authentication stamp, and dates of issue and expiry.
7. **Costs of Proposal Preparation:** No costs incurred in preparing and submitting proposals are reimbursable by GRC. All such costs remain the responsibility of the Offeror.
8. **Responsibility Determination:** Awards shall only be made to "responsive" companies. To enable GRC to make this determination, Offerors must provide a **cover letter** as outlined in *Attachment III*.
9. **Late Offers:** Offerors are wholly responsible for ensuring their proposals are received by the deadline. Late offers will be recommended for rejection, even if delays were beyond the Offeror's control. Acceptance of late offers is at the sole discretion of the Procurement Department.
10. **Modification or Withdrawal of Offers:** Offerors may withdraw, modify, or correct their proposals after submission, provided the request is made before the RFP closing date.
11. **Disposition of Proposals:** Proposals submitted in response to this RFP will not be returned. Reasonable effort will be made to ensure confidentiality. If proprietary information is included, Offerors must clearly mark it as **"Confidential and Proprietary"** so it can be treated appropriately.
12. **Clarifications and Amendments:** Any questions regarding this solicitation must be submitted in **writing via e-mail** to, procurement@grcompliance.org, with a copy (cc) to zinebreffass@globalrightscompliance.co.uk. No questions/clarifications will be entertained if they are received by another means. The solicitation number should be stated in the subject. Responses will be shared with all participating Offerors to ensure fairness and transparency.
13. **Discussions and Award:** GRC anticipates that discussions with Offerors may be conducted; however, it reserves the right to make an award without discussions. Offerors are strongly advised to submit their best and final offer at the outset.
14. **Conflict of Interest and Integrity:** Offerors must disclose any actual, potential or perceived conflict of interest that could affect, or reasonably be perceived to affect, their impartial performance of the services. Offerors must promptly notify GRC if any such conflict arises during the procurement process or subsequent contract period. GRC reserves the right to determine whether a disclosed conflict can be appropriately managed.
15. **Compliance and Due Diligence:** The successful Offeror will be subject to GRC's applicable supplier due-diligence requirements and must comply with applicable laws, donor requirements and GRC policies communicated as applicable to the engagement, including requirements relating to anti-bribery and corruption, fraud, sanctions, safeguarding, prevention of sexual exploitation, abuse and harassment, confidentiality, data protection and

professional conduct. GRC reserves the right to request supporting documentation necessary to establish the Offeror's eligibility and responsibility.

16. **Subcontracting:** The Offeror must identify in its proposal any material part of the services that it intends to subcontract. The successful Service Provider may not materially subcontract or transfer performance of the services without GRC's prior written approval. Approval of a subcontractor does not relieve the Service Provider of responsibility for the performance, conduct or compliance of that subcontractor.
17. **Intellectual Property:** Unless otherwise agreed in writing, all final deliverables under the resulting agreement, shall be available to GRC for its unrestricted institutional and programmatic use. The Service Provider shall identify any pre-existing or third-party intellectual property incorporated into a deliverable and ensure that GRC receives all licences reasonably necessary to use the final deliverable for its intended purposes.

Failure to comply with these instructions will render the Offeror "unresponsive," and the proposal may be rejected.

B. Submission of Proposal:

The Technical and Financial proposal must be submitted in **two separate sections**.

Proposals must be delivered electronically no later than the specified closing date and time to the designated e-mail address (s).

Proposals must be delivered electronically no later than the specified closing date and time to the designated e-mail address (s).

Offerors who fail to submit their Technical and Financial Proposals as separate documents will be automatically disqualified.

C. Content of Proposal:

The complete proposal shall consist of the following four sections:

1. The Cover Letter (Attachment III)
2. Copy of the Offeror's Valid Business license
3. The Technical Proposal
4. The Financial Proposal

- 1) Cover Letter: should be on the Offeror's letterhead and **MUST** contain the information requested in Attachment III.
- 2) Business License: A valid copy of the Offeror's Business License or official registration must be submitted. The license must clearly show the license number, dates of issue and expiry.
- 3) Technical Proposal:
 - a. Must clearly and precisely address both theoretical and practical aspects that the Offeror will employ to carry out the Work.
 - b. Should demonstrate that the Offeror is technically capable of implementing the activity, showing a clear understanding of the requirements and the ability to address the specific criteria and elements described in the Evaluation Criteria (Attachment II)
 - c. Must be divided into clearly separate sections, following the same order as the Evaluation Criteria in Attachment III. Proposals that are not organized in accordance with the Evaluation Criteria, and that make information difficult to locate, will be considered less responsive and will receive lower evaluation scores.
 - d. **Proposals that fail to respond to the majority of the information requested in this RFP, as outlined in the Statement and Evaluation Criteria, will be automatically disqualified.**

4) Financial Proposal: must be in a separate section from the technical proposal and will primarily indicate the cost for performing the work specified in this **RFP**. The Financial proposal should include the following information:

- a. A detailed budget providing a breakdown of all costs.
- b. Detailed and comprehensive cost notes explaining each line item in the budget and justifying why these items are necessary for implementation of the activity.

Failure to comply with any of the above requirements will result in the Offeror being considered “unresponsive,” and the proposal may be rejected.

If an Offeror provides insufficient information in either the Technical or Financial Proposal, GRC reserves the right to request additional information or to request a revised proposal from the Offeror.

Attachment II EVALUATION CRITERIA

Basis of Award:

The award will be made to the Offeror (s) whose proposal represents the **Best Value**: the optimal combination of technical merit and cost reasonableness. Proposals will be scored on technical factors first.

EVALUATION CRITERIA

1. Technical Competence – presented in the Technical Proposal

A. Technical Approach

70 POINTS

Provide a clear, specific, and succinct technical proposal that covers both the conceptual and practical approaches of how to achieve the objectives of this project. Specifically, please address the following, in the order specified below

Criteria	Requirement	Points Available
Willingness to Implement	Offerors must explicitly confirm their willingness to implement the Scope of Work as detailed in the solicitation. A positive statement is required. Failure to provide this statement will result in automatic disqualification.	Pass/Fail
Team leader experience	At least 7 years of professional experience conducting programme/project evaluations, including experience leading complex external evaluations. Experience applying OECD-DAC criteria and qualitative/mixed-methods approaches. Complementarity of team experience.	7
Team experience	Complementarity of expertise to respond to the needs of the TOR	5
Thematic experience	Proven experience leading at least three complex evaluations in international accountability, human rights, or development programming	7
Knowledge of context, including related to justice and accountability	Knowledge of the context of Iraq and Kurdistan Region of Iraq, and experience in justice and accountability projects conducted in country or in the region an asset.	6
Writing skills	Excellence in production of well written, analytical deliverables in English	3
Understanding of the assignment	The proposal reflects understanding of the assignment and addresses the important aspects of the task comprehensively and in sufficient detail	7
Appropriateness of methodology	The proposed data collection and analysis methods are appropriate for the evaluation questions and mixed methods design	7
Clarity of methodology	Explanation and clarity of the proposed methodology for producing the expected results of the assignment: appropriate sampling, triangulation, analysis, ethics, confidentiality and informed consent	8
Inclusion of risks and mitigation measures	Knowledge and understanding of the country-level implementation context, specificities and challenges of the sector and role of the main stakeholders. The proposal includes specific measures that consider limitations related to information confidentiality and security issues, as well as approaches to mitigate them.	7
Feasibility of the proposal	The proposed methodology approach and work plan seem realistic and feasible within the project constraints (time, resources, context)	7

Ethical considerations	The proposal includes relevant, realistic and sustainable considerations for vulnerable groups, ethical consideration and risk sensibility into data collection and analysis	6
		70

If an Offeror submits a proposal that fails to respond to the majority of the information requested in this RFP, as outlined specifically in the Scope of Services set out in this RFP and the evaluation criteria, the Offeror's proposal will be automatically disqualified.

B. Past Performance and Experience – Please include 3 Examples

1. Activity title
2. Location of work
3. Short description and explanation of relevance to this RFP.
4. Performance Information (date, duration and if completed on schedule)

The three examples submitted under this section will be considered as part of the assessment of Relevant Experience & Expertise under Criteria above.

C. Supporting Documentation (Not Scored)

You may include recommendation/appreciation letters and certificates as attachments, or any other documentation you wish to further support your proposal, stapled/bound separately from the rest of the technical proposal. Content presented here will not be scored.

2. Financial Proposal – 30 Points

- a) Please submit a detailed budget to carry out this work. GRC's review of the financial Proposal shall determine if the overall costs proposed are realistic for the work to be performed, reflect a correct understanding of the project requirements, and are consistent with the Offeror's Technical Proposal. GRC will also review individual line items and determine if they are allowable, allocable, and reasonable.
- b. Submit reasonably comprehensive budget narrative/ budget notes that provide information on each of the line items in the budget and explain why these items are needed for implementation of the activity.

Failure to provide a detailed budget and narrative, or submission of unrealistic, unallowable, or unreasonable costs, will render the proposal non-responsive and subject to disqualification.

Best value determination:

GRC will evaluate proposals on a **best value for money basis**, consistent with its procurement principles. Both technical capacity and cost will be considered. The Technical Proposal will represent **70% of the final score**, and the Financial Proposal will represent **30% of the final score**.

In exceptional cases, GRC may award to an Offeror other than the highest technically rated or lowest-priced, if this represents the best overall value. GRC reserves the right to request additional supporting documentation or a revised proposal if insufficient information has been provided. Failure to provide requested information will result in disqualification

Any award decision that does not follow the highest combined evaluated score shall be supported by a documented best-value determination setting out the relevant technical, financial, operational and/or risk considerations supporting the selection. The determination will be retained as part of GRC's procurement record

ATTACHMENT III
FORMAT FOR PROPOSAL COVER LETTER – TO BE PRINTED ON ORGANIZATIONAL LETTERHEAD

City, Country
<Date>

To: GRC Procurement Team

Dear Sir / Madam:

We, the undersigned, hereby submit our proposal to undertake **[Insert RFP No.] – [Insert Project Title]**, in accordance with your Request for Proposal/Quotation dated **[Insert MM/DD/YYYY]** and our Technical and Financial Proposal submitted herein.

Our organization's details are as follows:

- i. Company's Name
- ii. Company's Address
- iii. Name of Company's authorized representative:
- iv. Telephone #/Cellular Phone #, Email address:
- v. Validity Period of Proposal
- vi. Copy of a valid Business License

Our proposal shall remain binding upon us, subject to any modifications resulting from negotiation, until the expiration of the validity period stated herein. We understand that Global Rights Compliance is not bound to accept this or any other proposal received.

We further certify that our organization:

- (a) possesses adequate financial resources, including appropriate insurance coverage, to perform the work stated herein, or has the ability to obtain them without delay.
- (b) Is able to comply with the required delivery and performance schedule, taking into account all existing commitments and constraints;
- (c) has a satisfactory record of past performance;
- (d) maintains a satisfactory record of integrity and business ethics;
- (e) has the necessary technical capacity, equipment, and facilities, or the ability to obtain them; and
- (f) is otherwise qualified and eligible to receive an award under applicable laws, regulations, and donor requirements

Sincerely,

Authorized Signature:
Name and Title of Signatory:
Date: