



UNHCR

United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

UNHCR Representation in Nigeria

CALL FOR EXPRESSION OF INTEREST

Note: The purpose of the Call for Expression of Interest is to solicit interest from existing or prospective partners that wish to participate in implementing UNHCR Nigeria 2023-25 Multi-Year Strategy and contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving common objectives as agreed in a Project Partnership Agreement.

The partner(s) to be selected through this Call for Expression of Interest are expected to manage the daily operational project activities under UNHCR's overall guidance and supervision.

Eligible potential partners are invited to submit a **Concept Note (Annex D)** for each project of their interest/expertise as detailed below and contribute complementary resources to UNHCR's own capacity and resources **no later than 9th September 2022**.

Upon receipt of the Concept Note(s) and required documentation, UNHCR's Implementing Partnership Management Committee will review submissions in accordance with the below pre-defined criteria. All applicant organizations shall be notified of the outcome of this Call for Expression of Interest on or before **30 September 2022**.

CALL FOR EXPRESSION OF INTEREST	
Project titles:	Project Location: (<i>Please indicate the state(s) that you are interested to work</i>)
Project I: Delivery of Protection, Education, Livelihood and Economic Inclusion Interventions to urban refugees and asylum seekers	South-West of Nigeria (Lagos and Ogun State)
Project II: Improved Food Security and Basic needs for Vulnerable Households through Provision of Multi-Purpose Cash Grant	South-South & Middle Belt of Nigeria (Akwa Ibom, Cross River, Benue and Taraba State)
Project III: Delivery of Health and Nutrition Assistance to Refugees and asylum seekers in Nigeria	South-South/West & Middle Belt of Nigeria (Abuja, Akwa Ibom, Cross River, Benue, Taraba, Lagos and Ogun State)
Project IV: Delivery of Livelihood and Economic Inclusion (LEI) Interventions to Cameroonian Refugees in Nigeria	South-South & Middle Belt of Nigeria (Akwa Ibom, Cross River, Benue and Taraba State)
Project V: Delivery of Protection and Protection Related Assistance to Cameroonian Refugees in Nigeria	South-South & Middle Belt of Nigeria (Akwa Ibom, Cross River, Benue and Taraba State)
Project VI: Delivery of Shelter and Infrastructure assistance to Cameroonian Refugees in Nigeria and IDPs in the middle belt of Nigeria	South-South & Middle Belt of Nigeria (Akwa Ibom, Cross River, Benue and Taraba State)
Project VII: Delivery of Warehousing and Logistic services to Refugees and IDPs in Nigeria	South-South & Middle Belt of Nigeria (Akwa Ibom, Cross River, Benue and Taraba State)
Project VIII: Delivery of Water, Sanitation and Hygiene (WASH) services to Cameroonian Refugees in Nigeria	South-South & Middle Belt of Nigeria (Akwa Ibom, Cross River, Benue and Taraba State)



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Brief Background of the Project:

UNHCR has long-standing partnerships with donor governments, which provide crucial funding on an annual basis. It is through these partnerships that UNHCR can protect, save lives and build better futures for the millions of refugees, internally displaced and stateless people around the world. The project funded by UNHCR aims at covering important areas which are falling outside the scope of the funding provided by the Government and is designed to be complementary to the existing national projects and initiatives, seeking synergies while avoiding overlap.

The project priorities listed below under Projects I-VIII reflect the 2023 – 2025 Multi-Year Strategy outputs of the UNHCR Representation in Nigeria, and aim at further improving access to territory, reception and asylum procedures, safeguards on the rights of children and their best interest, response mechanisms to GBV and protection of victims; improving integration prospects and promoting welcoming host communities.

Project I: *Delivery of Protection, Education, Livelihood and Economic Inclusion Interventions to urban refugees and asylum seekers*

Protection Services:

The National Commission for Refugees, Migrants, and Internally Displaced Persons (NCFRMI) is the main government partner that UNHCR is supporting to enhance the protection environment including safe access to territory, access to civil and identity documentations through the National Identity Management Commission and Refugee Status Determination (RSD).

In 2023-2025, a protection partner is needed to assist UNHCR to implement activities in the areas of identification of persons with specific needs, education, legal assistance and GBV as follows:

- Identification of vulnerable persons and persons with specific needs through individual case management and monitoring applying UNHCR's standard operating procedures and ensuring targeted assistance.
- GBV prevention, mitigation, and response; ensuring that the existing referral pathways are updated and operational
- Access to legal assistance in form of monthly legal clinics for refugees in need
- Assistance to rejected asylum seekers to prepare appeal cases under RSD
- Ensure that CBI principles and SoPs are mainstreamed in the implementation of relevant aspects of the assistance

Education Services:

UNHCR support to qualified refugees to access tertiary education is provided through the DAFI (Albert Einstein German Academic Refugee Initiative) programme with over seventy students currently enrolled in various universities in Nigeria. The DAFI programme support qualified, academically strong young refugee women and men who meet the requirements to access higher education in their country of asylum. The DAFI scholarship aims to empower young women and men equally to contribute knowledge, skills and leadership to the refugee community, and to facilitate peaceful coexistence, social cohesion, and the development of host communities during displacement. To achieve this, each sponsored student is expected to contribute to their community and society not only through their academic and professional careers, but also through their personal engagement, supporting and inspiring other community members, especially refugee children and youth.

Poor data management systems were observed in some primary and secondary schools due to lack of facilities to compute individual student data. The key gaps in education remained the difficulty to reach to children in the host communities as well as the limited support for higher education including vocational training UNHCR seeks a partner

- that will ensure continued access to national education systems at primary and secondary school

levels

- With demonstrated understanding of the obstacles faced by school children and have implemented successful approaches to enable children to overcome these obstacles to access and complete quality primary and secondary education as well as tertiary education.
- With experience reaching out of school children with education through proven and innovative solutions and has demonstrated strong implementation capacity with data/information management capacity.
- partners that can demonstrate their ability to expand existing programs to reach out of school refugee children through regular monitoring

Livelihood and Economic Inclusion:

Leading up to the Global Refugee Forum in 2019, the Nigerian Government made a series of pledges to further solidify its comprehensive approach to forcibly displaced populations. Nigeria pledged to (I) Include refugees, IDPs, returnees and their host communities in National government development plans; (II) Strengthen its protection capacity; (III) Ensure the availability and access to durable solutions for refugees and IDPs; (IV) Continue playing an active and constructive role in regional and sub-regional efforts to address the root causes of displacement. Nigeria's pledges provide a key entry point for the economic inclusion of IDPs and returnees within existing development strategies, plans and programmes at National, State and Local Government levels.

Promoting economic inclusion for displaced vulnerable households in Northeast Nigeria entails supporting these individuals and households to access employment opportunities, national certificated training opportunities in Technical and Vocational Educational Training (TVET); establish and sustain Micro, Small and Medium Enterprises (MSME); agriculture, livestock and fishery-oriented livelihood opportunities.

Building on the review of existing interventions, ways of working, and global and regional UNHCR LEI strategy, the country approach for LEI focuses on supporting POCs to be self-reliant through: (I) adapting and improving LEI interventions implemented by UNHCR and Partners, (II) increased qualitative and quantitative assessments and monitoring and evaluation processes to support evidence-based decision making, and area-based and market driven approaches, (III) Advocacy and Partnership building in line with GCR to support inclusion into projects, programmes, plans and strategies by government, UN agencies, development partners and stakeholders.

Minimum Technical Standards:

1. Minimum Economic Recovery Standards (MERS): In line with the UNHCR Global and Regional LEI strategies, any interventions delivered by UNHCR and Partners need to adhere to the MERS guidance. Experience in applying the MERS throughout the project cycle of LEI interventions is essential.
2. Monitoring and Evaluation: Livelihood and Economic Inclusion interventions need to be effectively monitored and evaluated to ensure an understanding of impact, outcomes and outputs delivered in line with the MERS and best practices.
 - All LEI interventions are required to have a baseline and endline monitoring using the UNHCR Livelihood Information System processes and guidance.
 - Considering the multi-year nature of the proposed interventions – it is highly recommended that impact evaluations be integrated aimed at assessing the relevant impact and outcomes.
3. CBI standards: Recognizing Cash-based interventions as a key aspect and modality for delivery of LEI interventions, the following minimum guidance and standards need to be highlighted and addressed ensuring effective, accountable and transparent delivery of LEI interventions

PROJECT II: *Improved food security and basic needs for vulnerable households through provision of Multi-Purpose Cash Grant*

Prospective agencies should have experience of implementing cash programmes and be familiar with conducting feasibility assessment for introducing CBIs such as conducting market assessment, operational risk assessments and management. Ability to develop guidelines and standard operating procedures for CBI implementations, having worked with government led social safety nets would be desirable.

The Partner should also indicate if they have ongoing agreement with Financial Service Provider or past experience in transfers by Banks. The partner must be able to put in place a complaints and feedback mechanisms and a monitoring system for CBI to ensure compliance with the agreed procedures, principles and proper end-use of transfer, including on-site distribution and post-distribution monitoring activities.

The expected deliverables include.

- Distribution of Multi-purpose cash
- On site and Post cash distribution monitoring
- Management of complaint and feedback mechanism
- Reporting (Narrative and reconciliation reports)
- Price and market monitoring

Project III: *Delivery of Health and Nutrition Assistance to Refugees and asylum seekers in Nigeria*

UNHCR and partners regularly designs sustainable approaches to support refugee access to healthcare and referral care. The UNHCR Nigeria health strategy is to integrate refugees and asylum seekers healthcare into the national health systems without creating any parallel systems. In the context of the Global Compact on Refugees (GCR), UNHCR also supports strategies for health system strengthening for the benefit of both refugees and the host communities.

In 2023 to 2025, UNHCR hope to continue to support health systems strengthening, health infrastructure improvement and refugee access to primary health care services as well as referral support to secondary and tertiary care while advocating to government to support vulnerable nationals in host community to access improved quality health services provided by UNHCR support.

This Call for Expression of Interest (CFEoI) is to solicit concept notes from National and international NGOs expertise in health and nutrition interventions for vulnerable populations who would like to enter in partnerships with UNHCR for the provision of health and nutrition interventions services to refugees and asylum seekers in various locations in affected states. Women-led organizations are specifically encouraged to apply.

The expected deliverables include

- Promotion of health systems strengthening in the context of GCR.
- Design sustainable strategies to provide financial protection and support access to health care for refugees in the context of universal health coverage with focus on primary health care, referral care and emergency humanitarian health intervention to address the challenges of new influxes
- Advocate for refugees and asylum seekers to have a continuous access to HIV/AIDS, and tuberculosis care at similar conditions as nationals.
- Ensure continuous advocacy to relevant stakeholders to expand other gratuitous healthcare services such as reproductive health services, immunization, malaria services and COVID-19 interventions to refugees hosting areas.
- Advocacy for the inclusion of refugees and asylum seekers and refugee hosting communities into Basic Health Care Provision Fund (BHCPF) for vulnerable populations as contained in the National



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Health Insurance Agency (NHIA) act 2022.

- Support health promotion and prevention through continuous risk communication, hygiene promotion, and environmental protection and reduce vaccination hesitancy.

Project IV: *Delivery of Livelihood and Economic Inclusion (LEI) Interventions to Cameroonian Refugees in Nigeria*

The Government of Nigeria has shown steadfast commitment to the Global Compact on Refugees (GCR) Principles of refugee inclusion, responsibility-sharing and solidarity with displaced persons and affected host communities even before the formal adoption of the Global Compact on Refugees in 2018.

Leading up to the Global Refugee Forum in 2019, the Nigerian Government made a series of pledges to further solidify its comprehensive approach to forcibly displaced populations. Nigeria pledged to (I) Include refugees, IDPs, returnees and their host communities in National government development plans; (II) Strengthen its protection capacity; (III) Ensure the availability and access to durable solutions for refugees and IDPs; (IV) Continue playing an active and constructive role in regional and sub-regional efforts to address the root causes of displacement. Nigeria's pledges provide a key entry point for the economic inclusion of IDPs and returnees within existing development strategies, plans and programmes at National, State and Local Government levels.

Promoting economic inclusion for displaced vulnerable households in Northeast Nigeria entails supporting these individuals and households to access employment opportunities, national certificated training opportunities in Technical and Vocational Educational Training (TVET); establish and sustain Micro, Small and Medium Enterprises (MSME); agriculture, livestock and fishery-oriented livelihood opportunities.

Building on the review of existing interventions, ways of working, and global and regional UNHCR LEI strategy, the country approach for LEI focuses on supporting POCs to be self-reliant through: (I) adapting and improving LEI interventions implemented by UNHCR and Partners, (II) increased qualitative and quantitative assessments and monitoring and evaluation processes to support evidence-based decision making, and area-based and market driven approaches, (III) Advocacy and Partnership building in line with GCR to support inclusion into projects, programmes, plans and strategies by government, UN agencies, development partners and stakeholders.

Minimum Technical Standards:

1. Minimum Economic Recovery Standards (MERS): In line with the UNHCR Global and Regional LEI strategies, any interventions delivered by UNHCR and Partners need to adhere to the MERS guidance. Experience in applying the MERS throughout the project cycle of LEI interventions is essential.
2. Monitoring and Evaluation: Livelihood and Economic Inclusion interventions need to be effectively monitored and evaluated to ensure an understanding of impact, outcomes and outputs delivered in line with the MERS and best practices.
 - All LEI interventions are required to have a baseline and endline monitoring using the UNHCR Livelihood Information System processes and guidance.
 - Considering the multi-year nature of the proposed interventions – it is highly recommended that impact evaluations be integrated aimed at assessing the relevant impact and outcomes.
3. CBI standards: Recognizing Cash-based interventions as a key aspect and modality for delivery of LEI interventions, the following minimum guidance and standards need to be highlighted and addressed ensuring effective, accountable and transparent delivery of LEI interventions

Project V: *Delivery of protection and protection related assistance to Cameroonian Refugees in Nigeria*

To promote evidence-based interventions, UNHCR will encourage partners to conduct baseline assessments and studies that look into improving the services, innovation and by adopting best practices to enhance the organizations performance in addressing the protection, assistance and solutions needs of refugees and other persons of concern. UNHCR will maintain its protection leadership role and in collaboration with government partners, coordinate the activities of protection and other partners to avoid duplication of interventions for persons of concern.

This Call for Expression of Interest (EOI) is to solicit concept notes from National and International humanitarian organizations with expertise in protection who would like to enter in partnerships with UNHCR for the provision of protection services to refugees in various locations in Akwa Ibom, Benue Cross River, and Taraba, States. The successful organization will manage the implementation of the programme in collaboration with UNHCR, the National Commission for Refugees, Migrants and Internally Displaced Persons (NCFRMI), State Emergency Management Agency (SEMA), Local Government Authorities (LGA) and relevant MDAs. National and International humanitarian Organizations with an expertise in protection are particularly encouraged to apply.

The expected deliverables include the following:

- Data analysis, reporting, and advocacy based on protection monitoring findings
- Incident tracking and reporting - Service mapping in camp and urban areas
- Training and capacity development of local authorities on protection
- Conduct protection assessments and contribute to joint (multi-sectoral) assessments
- Coordination with UNHCR partners for referrals and service delivery
- Implementation, maintenance, and staffing of Community-Based Complaint and Feedback Mechanisms through Protection Desks
- Distribution of Core Relief Items (CRIs)
- Border monitoring and working with the Nigerian Immigration Services (NIS) for the identification, profiling and referral of refugees and asylum seekers
- Community participation in GBV prevention and response enabled and sustained, including through awareness and capacity building (trainings, establishment of community-based protection mechanisms)
- GBV prevention and response enabled through capacity building of government, security and other relevant stakeholders
- Immediate safety and security for GBV survivors provided
- Material and psychosocial assistance to GBV survivors provided
- Prevention and response services for adolescents and children at risk
- Child friendly spaces, case management and Psychosocial support enabled
- Community based child protection structures established and/or strengthened and operational
- Advocacy on child protection conducted
- Awareness raising and capacity development supported
- Provision of legal assistance
- Provision of indigene and birth certificates
- Legal advocacy - Capacity development supported
- Monitoring and support to detainees
- Support national institutions with the issuance of civil status documentation

Project VI: *Delivery of Shelter and Infrastructure assistance to Cameroonian Refugees in Nigeria and IDPs in the middle belt of Nigeria*

The shelter related response shall aim to provide emergency and transitional shelters to respond to



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the immediate shelter needs of refugees and IDPs and facilitate access to sustainable housing and basic social services towards recovery and integration. This is achievable through the provision of shelter material kit consisting of corrugated iron sheets, timber, cement, nails, burnt bricks and plastic sheeting to complement the refugees and IDPs efforts in construction of their shelters. It also includes a cash grant to allow flexibility for beneficiaries to supplement according to their specific needs. The response will also take into account potential challenges on access to land and hard to reach locations as a result of poor weather conditions. The projects shall ensure refugees, IDPs, and host communities, are consulted and participate in the assessment, planning, design of shelter interventions.

The Shelter assistance project will have the following outputs/key activities.

1. Emergency shelters
2. Shelter materials and maintenance tool kits with cash grant component
3. Construction/Rehabilitation of structures

To promote evidence-based interventions UNHCR will encourage partners to conduct baseline assessments and studies that look into improving the services, innovation and by adopting best practices. UNHCR will maintain its protection leadership role and in collaboration with government partners, coordinate the activities of shelters and other partners to avoid duplication of interventions for persons of concern.

The expected deliverables include:

- Provision of shelter materials and maintenance tool kits
- Provision of sectoral cash grants or vouchers
- Provision of emergency shelter
- Provision of transitional shelter
- Long-term/permanent shelter provided and sustained
- General site operations and infrastructure constructed and maintained
- Land advocacy for allocation of land for shelter supported
- Capacity development supported

Project VII: Delivery of Warehousing and Logistic services to Refugees and IDPs in Nigeria

The UNHCR Sub - Office Ogoja supply warehouse has a total storage capacity of 1,500 – 2,000 metric tons. It comprises of 3 rub halls and permanent building with floor space of 3,480 square meter which are within Ogoja GRA UNHCR designated warehouse compound. With adoption of CBI concept as the modality of assistance provision, Ogoja operation intends to gradually reduce the number of warehouses and related warehousing activities. UNHCR office will continue to conduct normal warehouse activities using the 3 rub halls plus the storage space available in the permanent building in 2023 onwards.

The partner is expected to manage the movement, storage of core relief items and process associated transactions, including receiving, storage and disbursing of CRIs at the request of UNHCR. As per the laid down standard operating procedures in an efficient and effective way, The expected deliverables include.

- Maintain an accurate account of the inventory/Non-Food item (NFI) amounts and value of stocks consumed
- Maintain a record of the stock situation (physical stock, earmarked, reserved, buffer, stock on hand, stock for distribution, contingency, temporary, transit)
- Manage the movement, storage of NFIs and process associated transactions, including receiving, storage and disbursing of CRIs at the request of UNHCR. As per the laid down standard operating procedures in an efficient and effective way.



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- Ability to manage the warehouse in safe manner, securing safety of the inventory, with due regard to the environment and Health of the personnel in the warehouse operation

Project VIII: Delivery of Water, Sanitation and Hygiene (WASH) services to Cameroonian Refugees in Nigeria

In the last 3 years, UNHCR in collaboration with the host Government and Partners have provided Water, Sanitation, Hygiene (WASH) services in the settlements and host communities. However, refugees are daily faced with challenges of long queues, trekking long distances to access water, sanitation, and hygiene services, with resultant protection issues. Some refugees and host communities' resort to the use of ponds, streams, and nearby bushes to meet their WASH needs. The poor WASH situation at the settlements and the host communities calls for urgent intervention.

In line with the Global Compact on Refugees (GCR), and the WASH strategy, UNHCR has supported the construction/rehabilitation/upgrade and solarization of boreholes in settlements and host communities, focusing more on schools and PHCs in Cross River, Benue, and Taraba, and Akwa Ibom States. Presently, available WASH facilities are overstretched due to continuous influx of refugees, particularly in the host communities across the states. In some parts of Cross River and Benue states, water quality due to salinity and human activity has led to the establishment of water treatment plants with high operational costs to UNHCR. Similarly, there are still incidents of open defecation practice despite construction of latrines, risk communication, and facilitation of Community-Led Total sanitation. More participatory and inclusive approaches are required to improve WASH service delivery and access in line with the national WASH strategy.

This Call for Expression of Interest (EOI) is to solicit concept notes from local, National, and International NGOs with expertise in Water, Sanitation and Hygiene (WASH) who would like to enter in partnership with UNHCR for the provision of WASH services to refugees and host communities in various locations of Cross Rivers, Benue, Taraba and Akwa Ibom States. The successful organizations will manage the implementation of the programme in collaboration with UNHCR. Women-Led Organizations/ Local / National Organizations with expertise in WASH are encouraged to apply.

The key deliverables include:

- Supply of Potable Water is increased or maintained
- Latrines constructed and/or maintained
- Hygiene Promotion strengthened in schools, PHCs with the Refugee hosting communities and settlements



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Project Period [estimated start and end dates of project]:		
1 January 2023 - 31 December 2023		
Submission Deadline:		Date Decision Results to be Communicated to Applicants:
9 th September 2022		31 October 2022
Selection Criteria		
Relevant criteria	Criteria Description	Assigned Weighting
Sector expertise and experience	The required specific skills, sector specialists, knowledge and human resources. Demonstrated ability to change course and adapt working modalities to changes in the operational environment, including, but not limited to health emergencies (COVID-19), increased number of arrivals, etc. Partners will be expected to ensure preparedness for emergencies and have in place Business Continuity Plans. If available, such plans should be annexed and submitted as Project of the Concept Note.	
Project management	Ability to deliver project objectives, quality impact-based reporting, accountability mechanisms and sound financial management, taking into account the audit results of the previous projects, past performance and the external audit of partners' financial statements, where applicable.	
Local experience and presence	Ongoing programme in the area of operation; local knowledge; engaging refugees and other persons of concern; trust from local communities; local presence; partner policy on community relations; complaint mechanisms for persons of concern; self-organized groups of persons of concern; and other factors that would facilitate access to and better understanding of the persons of concern and that would reduce administrative difficulties.	
Contribution of resources	Evidenced and documented contribution of resources to the Project in cash or in-kind (e.g., human resources, supplies and/or equipment) by the partner that are presently available (or potentially mobilized by the partner) in order to supplement UNHCR resources.	
Cost effectiveness	Level of direct costs and administrative costs imposed on the Project in relation to project deliverables.	
Experience working with UNHCR	Global and/or local partnerships including knowledge of UNHCR policies, practices and programmes, including an understanding of and ability to work within UNHCR's funding limitations and associated inherent risks. Partners that have three consecutive qualified audits opinions for UNHCR-funded projects may not be considered.	
Other information:		
Procurement Capacity: capacity and capability for undertaking procurement at the required scale may be required in accordance with the Implementing Partnership Management Guidance Note No. 4 (Revision 1) on procurement by partners under partnership agreement		
Partner's capacity to mitigate, respond and prevent Sexual Exploitation and Abuse: all potential partners are reminded to submit (via the UN Partner Portal) their PSEA self-assessment, ahead of a concept note submission, unless already assessed by a UN entity		



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SUBMISSION

Organizations interested in submitting a Concept Note related to Projects I-VII of the present Call for Expressions of Interest may apply for one or multiple Projects of the Call, depending on their expertise, experience in successfully implementing similar past projects and knowhow. Concept Note should not be a fully developed project proposal and should be concise, containing clear information.



All applications are to be done online in the UN portal <https://www.unpartnerportal.org/>

The documents listed below shall be uploaded in the UN Partner Portal (<https://www.unpartnerportal.org/>)

1. CONCEPT NOTE
2. ANNEX A: PARTNER DECLARATION
3. ANNEX B: ORGANISATIONAL CAPACITY ASSESSEMENT
4. ANNEX C: BUDGET PROPOSAL
5. COPY OF CAC CERTIFICATE
6. COPY OF PREVIOUS AUDIT REPORTS
7. REFERENCE LETTER FROM DONORS

Any other documents can be submitted as appropriate.

Applications shall be submitted no later than **9th September 2022**, through **UN Partner Portal** - <https://www.unpartnerportal.org/>

Please note that in order to submit an application, the organization needs to be registered with UNHCR. Instructions on how to register can be found on the Partner portal.

For queries: please submit your questions to the following email address nigabipmc@unhcr.org

CONCEPT NOTES

Concept notes should be submitted using exclusively **Annex D** which can be downloaded from the Partner Portal alongside Annexes. In addition to the specific criteria indicated above, a concept note should have the following characteristics:

- ✓ Articulate the proposed project's objectives and outcomes
- ✓ Briefly describe the implementation approach for realizing the desired outcomes
- ✓ Demonstrate the unique advantage the applicant organization brings to the partnership
- ✓ Demonstrate its complementariness to UNHCR's capacities and resources

Concept notes should be clear, concise and **not exceed 4 pages for each application**. Please carefully review the criteria of evaluation of the call and ensure sufficient information is provided for UNHCR to evaluate your application.



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