



UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
8 Ghazawi Street, West Villa Mezzah, Damascus, Syria
unhabitat-syria@un.org | www.unhabitat.org

FOR A BETTER URBAN FUTURE

CALL FOR PROPOSALS

The purpose of the Call for Expression of Interest is to solicit interest from existing or prospective Implementing Partners that wish to participate in UN-Habitat operation and contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving common objectives as outlined below and subsequently agreed in an Agreement of Cooperation

My Home, My Neighbourhood
Securing HLP Rights and Supporting Safe, Voluntary Returns in the Cities of Aleppo, Saraqib and Ma'arat Al-Nu'uman

Value of grant:

US\$ 250,000

Purpose of CFP:

To select a qualified local Implementing Partner (IP)¹ to execute a project focused on the documentation of HLP claims in residential areas, implementing of awareness raising on HLP topics, and operationalization of a 'one-stop-service-window' in one pilot location.

The overall activities are aimed at promoting **social cohesion**, strengthening **tenure security**, and supporting **dignified, voluntary returns**. **In this way**, the project contributes to **securing the right to adequate housing** for IDPs, returnees and host communities.

Project activities will promote long-term stability and resilience by using a bottom-up, community-centred approach. Specifically, community action is leveraged as an entry point to build the trust necessary for addressing sensitive Housing, Land and Property (HLP) rights challenges. The approach centres dialogue and collaboration within the target communities and with the local government, based on the respect for basic human-rights, and by using HLP support to strengthen communities' collective claims to their neighbourhoods.

¹ This call is targeted at Syrian Civil Society Organizations (CSOs) or Non-Governmental Organization (NGOs). Please see Eligibility Criteria for more details.



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The success of this project will be measured by a demonstrable increase in community awareness and confidence in their HLP rights, and the establishment of a foundation of trust and tenure security, upon which future physical interventions can be securely built.

This CFP target geographical locations are as follows:

1. Target neighbourhoods in Aleppo City, Aleppo Governorate
2. Saraqib City, Idlib Governorate
3. Ma'arat Al-Nu'uman City, Idlib Governorate

The geographical focus of this project is envisaged as the three aforementioned locations. However, UN-Habitat reserves the right to adjust the activities and targets per location during implementation subject to operational needs, progress and budget availability. The overall targets will remain as defined in the **logframe**. For activities in each location, please refer to section **Scope of Work** under this CFP.

Eligible interested IPs must submit a technical proposal, financial proposal and workplan.

Submission Opens: 02 June 2026

Submission Deadline: 18 June 2026

Pre-Submission Info Session Date and Time: 10 June 2026 at 11 am

An online informative session will be held to present all project details for interested applicants. To attend the session, please send an email to unhabitat-syria@un.org, by **09 June 2026 the latest**, expressing interest and an MS Teams invitation link will be shared with you accordingly.

Proposals to be submitted in soft copy, stamped and signed, before deadline via email to unhabitat-syria@un.org

Project Information:

Project title: My Home, My Neighborhood: Securing HLP Rights and Supporting Safe, Voluntary Returns in the Cities of Aleppo, Saraqib and Ma'arat Al-Nu'uman

- Locations:
 - Aleppo City, Aleppo Governorate
 - Saraqib City, Idlib Governorate
 - Ma'arat Al-Nu'uman City, Idlib Governorate
- Country: Syria



- Anticipated start date: 01 August 2026
- Estimated duration of project in calendar months: 4 Months
- Maximum proposed value in US\$: \$250,000
- Lead Organisation: UN-Habitat Syria Programme

Brief Background of the Project

The overall objective of the *My Home, My Neighborhood* project is ***to enable inclusive and dignified return, reintegration, and recovery in areas that experienced mass displacement and property damage during the war.*** The expected outcomes are ***(i) HLP claims in areas of return are strengthened to support the restoration of housing, land and property rights, and recovery of war-damaged housing (ii) Authorities, Civil Society and affected communities have increased knowledge and capacity on strengthening gender-inclusive HLP claims and urban housing recovery.***

Insecure land tenure and housing, land and property (HLP) rights have become increasingly widespread across urban areas in Syria, driven by a combination of pre-existing informality and war-related disruptions, including widespread damage, mass displacement, loss or damage of property documents and weak or fragmented documentation of property transactions. These challenges are particularly acute in informal settlements, where tenure arrangements are often not formally registered in official land records, effectively excluding residents from access to formal financial mechanisms and reconstruction support typically available to legally recognized property owners. However, insecure tenure is not limited to informal areas. In formal neighborhoods affected by extensive destruction and displacement, tenure insecurity has also emerged due to disrupted property registration systems, unregistered transactions, incomplete inheritance processes, undocumented secondary occupation, and the erosion of pre-crisis community-based validation mechanisms.

This project records HLP claims in formal and informal areas that face tenure insecurity challenges. To achieve this goal, claims of HLP to property in target cities will be collected and stored. This provides a foundation for future adjudication of the collected claims in an inclusive and participatory manner, and the integration HLP claims in the official cadastral system in the longer term. Documenting HLP claim activities are accompanied by awareness raising on HLP rights and processes in all target locations. In addition, the piloting of a one-stop-service-window aimed to streamline rehabilitation permits in Aleppo City will also support future scalability and sustainability of project interventions.



Main activities and outputs

The Implementing Partner (IP) will be responsible for the following specific activities related to HLP documentation, awareness raising and piloting of the OSSW.

Phase 1: Community Outreach [2 weeks]

This is the foundational phase of the action. The IP will ensure the target communities are familiar with the aims and approach of the project. This is necessary to build trust with the community and foster community ownership of the project. The community outreach phase will also provide the IP key information on the status of HLP rights in the target areas to inform subsequent phases of the action.

- ❖ Activity 1.1: Community Introduction and Social Cohesion Kick-off.
 - 1.1.1 Community-wide meetings, open discussions, and small social events (e.g., shared meals). The goal is to introduce the project, the IP team, and begin the process of strengthening social ties. The IP shall ensure that community meetings are attended by all social groups, including women, elderly, disabled and youth.
 - 1.1.2 Introducing the project in terms of volunteer opportunities, requirements for participation, and selection process of interested volunteers that fit the predefined criteria.
 - 1.1.3 Rapid HLP Assessment during community meetings to assess HLP profile of the area. Key issues assessed will include: risk of eviction, types of HLP documents available, land conflict dynamics and other critical information on HLP status.

Phase 2: Documenting Rights and Raising Awareness [3 Months]

This is the core action the IP will be implementing with full participation of the target communities.

- ❖ Activity 2.1: Improving security of tenure of residents. Under this activity the following sub-activities will be implemented:

Sub-activity	Description	Location



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2.1.1	Awareness raising	Aleppo, Saraqib and Ma'arat AINu'uman cities
2.1.2	Registration of HLP rights claims in formal and informal neighbourhoods	Aleppo, Saraqib and Ma'arat AINu'uman cities

Sub-activities:

- Sub-Activity 2.1.1: Awareness raising campaigns: explaining HLP rights in simple terms, using community events, traditional media, social media platforms, leaflet and brochures distribution. Awareness raising is expected to span over the response period. A minimum of 3 awareness raising campaigns (1 in each target city) are expected to take place over the response period. However, the IP may decide to add more campaigns as necessary. Under this sub-activity, the IP is required to:
 - Design campaigns in terms of their: number and timing, main messages, the selected media used to broadcast these messages, and mechanisms to incorporate community feedback.
 - Select community volunteers (under process defined in Activity 1.1.2.) to support awareness raising.
 - Implement campaigns and ensure effective community participation
 - Measure outreach and produce progress reports.

- Sub-Activity 2.1.2: Registration of HLP right claims in formal and informal areas through door-to-door enumeration and documentation of HLP rights claims. This sub-activity will be carried out by field data collection teams (each team is of two members: 1 male and 1 female) and data management clerks situated in the Municipalities (See scope of work for more details). Under this sub-activity, the IP is required to:
 - Select and recruit highly motivated enumerators. Enumerators should be members of local community (youth male and female) with strong sense of belonging to their local community and deep understanding of its characteristics, needs and concerns. The selection process should take place through public announcements within the target communities and transparent selection process based on the personal merits of the applicants.



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- Arrange workshops in each city for UN-Habitat staff to train IP staff and enumerators with HLP data collection tools.
- Provide the necessary logistical materials (paper and stationery for the field data collection and folders and any necessary items for the preservation of claims in the municipality office).
- Data entry and management: the IP will be responsible for data entry and management, including quality control, data cleaning and follow up with respondents if required. The collected claims will be secured in and maintained by a Claim Registration System that hosted by the City Councils. UN-Habitat staff will oversee and regularly monitor the process of data entry and management
- Supervise the field work of enumerators and office work of clerks under UN-Habitat guidance.

Note: UN-Habitat will provide the necessary training, technical oversight and support for the IP staff, enumeration teams and office clerks on the utilization of digital apps and computer systems involved in HLP claims registration

Activity 2.2: Operationalisation of One-Stop-Service-Window in Hanano Service Directorate in Aleppo City. This activity consists of the following sub-activities:

Sub-activity	Description	Location
2.2.1	Recruitment and onboarding of one-stop-service-window staff	Hanano, Aleppo City
2.2.2	Operationalisation of the one-stop-service-window and on-the-job training of governmental staff	
2.2.3	Developing recommendations for enhanced window governance and exit strategy with governmental counterpart	

Sub-activities:

- Sub-activity 2.2.1: Recruitment and onboarding of one-stop-service-window staff:



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- In line with ToRs prepared by UN-Habitat and Aleppo service directorate, the implementing partner will place at least 6 employees for at least 3 months in the one-stop-service-window established by UN-Habitat in the Hanano service directorate building. The 6 employees will be as follows:
 - 1 Intake & Customer Service/Case Management Clerk
 - 1 Legal expert
 - 1 HLP / tenure officer
 - 1 Engineering & Technical Assessment Officer (engineer)
 - 1 Urban Planning, Permits & Compliance Officer (engineer)
 - 1 Data Management & Archiving Officer
- prepare ToT plan for governmental staff to take on one-stop-service-window tasks upon the expiration of the agreement.
- Sub-activity 2.2.2: Window operationalisation and on-the-job training
 - undertake one-stop-service-window tasks as per the window's ToR provided by UN-Habitat, under governmental and UN-Habitat supervision
 - provide on-the-job training of governmental staff assigned to the one-stop-service-window
 - prepare monthly progress reports of window operations including emerging challenges and proposed solutions
- Sub-activity 2.2.3: Developing recommendations for enhancement of window governance and exit strategy
 - prepare a final report compiling challenges, solutions and recommendations for future one-stop-service-window operations and sustainable impact
 - develop exit strategy in partnership with UN-Habitat and governmental counterpart.

Phase 3: Consolidation and Sustainability [2 weeks]

- Activity 3.1: Feedback and Forward Planning.
 - 3.1.1 Hold meetings to receive feedback on the overall findings of the HLP assessment (anonymized and aggregated), awareness campaigns and pilot one-stop-service-window. Facilitate discussions on "What's next?" linking the project's outcomes to priorities of the community.



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- 3.1.2 Establish a Clear Feedback and Grievance Mechanism: The IP must establish and communicate a simple, accessible, and safe mechanism for community members to provide feedback or raise concerns about any aspect of the project, protecting them from exploitation or unfair treatment.

Scope of Work

The Scope of Work below sets out the recommended composition of the teams based on UN-Habitat’s existing pilot initiatives. IPs are welcome to suggest variations to the proposed composition provided these are justified and practical.

Activity	Description	Unit of Measurement	QTY	Comments
			Aleppo, Saraqib, Ma’arat AlNu’u man	
1-1	Community events	Event	6	2 events in each city Includes assessment, planning, accommodation, hospitality, printout, communication and media coverage
2-1-1	Awareness Raising	campaign	3	The IP may increase the number of campaigns as they see fit. Includes the design, production and distribution of flyers, brochures and booklets, compensation to the participating volunteers, commercial billboards, radio, TV and social media coverage
2-1-2	Registration of HLP right claims	Enumeration team leader	3	25 enumeration teams. An enumeration team is composed of 2 individuals (1 male + 1 female) The team leader will be in charge of overseeing the enumeration process, ensuring the collection process is proceeding according to the schedule and enforcing the necessary quality control rules and measure Data management clerks are responsible of receiving the data collected from the field and securing them in the database system. The data management officer is responsible for ensuring
2-1-2	Registration of HLP right claims	Enumerator	50	
2-1-2	Registration of HLP right claims	Data management clerk	3	
2-1-2	Registration of HLP right claims	Data management officer	1	
2-1-2	Registration of HLP right claims	Legal Consultant	1	

2-1-2	Registration of HLP right claims	Logistics	1	<p>data is stored according to UN-Habitat's data protection SOP.</p> <p>The legal consultant provides the necessary legal consultation to the field and office staff.</p> <p>Provide the necessary logistical materials (paper and stationery for the field data collection and folders and any necessary items for the preservation of claims in the municipality office).</p>
2.2.1	One-stop-service-window staff	Intake & Customer Service/Case Management Clerck	1	<p>The legal expert provides advice and facilitates applicable local governance procedures, in terms of rehabilitation permits, building permits, debris removal, etc.</p>
2.2.1	One-stop-service-window staff	Legal expert	1	<p>The HLP / tenure officer provides advice and facilitates access to HLP documentation, and advice on other HLP matters, including referral services.</p>
2.2.1	One-stop-service-window staff	HLP / tenure officer	1	<p>The Engineering & Technical Assessment Officer provides damage information and structural safety reports where available.</p>
2.2.1	One-stop-service-window staff	Engineering & Technical Assessment Officer (engineer)	1	<p>The Urban Planning, Permits & Compliance Officer facilitates municipal approvals in terms of master plan regulations.</p>
2.2.1	One-stop-service-window staff	Urban Planning, Permits & Compliance Officer (engineer)	1	<p>The Data Management & Archiving Officer administers case data and ensure alignment to the municipal information system.</p>
2.2.1	One-stop-service-window staff	Data Management & Archiving Officer	1	
2.2.2	On-the-job training of Intake & Customer Service/Case Management Clerck	No. of trainees	2	<p>The Intake & Customer Service/Case Management Clerck trains 2 employees identified by the local authority.</p> <p>The legal expert trains 2 employees identified by the local authority.</p>
2.2.2	On-the-job training of Legal Expert	No. of trainees	2	<p>The HLP / tenure officer trains 2 employees identified by the local authority.</p>



2.2.2	On-the-job training of HLP / tenure officer	No. of trainees	2	The Engineering & Technical Assessment Officer trains 2 employees identified by the local authority.
2.2.2	On-the-job training of Engineering & Technical Assessment Officer	No. of trainees	2	The Urban Planning, Permits & Compliance Officer trains 2 employees identified by the local authority.
2.2.2	On-the-job training of Urban Planning, Permits & Compliance Officer	No. of trainees	2	The Data Management & Archiving Officer trains 2 employees identified by the local authority.
2.2.2	On-the-job training of Data Management & Archiving Officer	No. of trainees	2	
2.2.3	Enhancement recommendations and exit strategy development	Report	1	Development of recommendations and exit strategy through FGDs with local authority, window employees and citizen representatives.
3.1	Feedback and Forward Planning	FC meetings, random interviews, ...	3	

Important Note:

The implementing partner is responsible for all aspects of organizing the activities mentioned above, including coordination, sharing invitations with stakeholders, implementation, reporting, and communication. This encompasses all associated logistical costs, from venue bookings and printing to training materials, campaign materials, compensation for staff and community representatives, and everything else involved in the complete execution of the project, without incurring any additional costs for UN-Habitat. This grant will be subject to a least 1 spot check and audit. Kindly ensure incorporating this cost in the budget proposal.

Furthermore, the implementing partner must fully coordinate with the UN-Habitat's team at every stage of implementation: before, during, and after. UN-Habitat will provide technical guidance including on requirements for protection of data which must be adhered to by the IP.

Logical Framework

Result	Indicator	Target	Means of verification	Milestone 1 (End of August 2026)	Milestone 2 (Mid-October 2026)	Milestone 3 (End of November 2026)
Positive relationship with the local communities established	# of individuals reached (men, women) who expressed their understanding of the project	2,000	One-to-one interviews, surveys, social media reactions, number of volunteers applying to the projects...	500	750	750
Strengthened tenure security	# of HLP claims	25,000	Count of claims from the municipality register	6,500	8,000	8,000
Strengthened tenure security	# of beneficiaries of HLP Claim registration	100,000	Count of beneficiaries from the municipality register	25,000	37,500	37,500
Improved local governance	# of trained local officials in the one-stop-service-window	12	Feedback interviews, training needs assessments, count of trainees and case studies	NA	NA	12
Improved local governance	# of citizen beneficiaries of one-stop-service-window	250	Count of beneficiaries from the municipality register	50	100	100

Risk Analysis

Risk Description	Probability	Impact	Mitigation and Management Strategies
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HLP process raises expectations that cannot be immediately met by the slow, formal legal system, leading to community frustration.	High	High	<p>Ensure transparency from the start that this is the first step in a long journey.</p> <p>Frame the outcome as "securing your claim in the official record" rather than "getting a title deed tomorrow."</p>
Contextual: Localized security changes or access challenges.	Medium	High	<ul style="list-style-type: none"> - Strict adherence to UN security protocols and continuous coordination with UNDSS. - Flexible activity planning to adapt to changing conditions. - Community-led processes to enhance access and acceptance.
Programmatic: Lack of community trust or participation, hindering HLP data collection.	Medium	High	<ul style="list-style-type: none"> - Transparent communication about the project's goals and benefits. - Engagement through respected community leaders and Mukhtars. - Phased approach, starting with less sensitive social cohesion activities.
Programmatic: Tensions between communities receiving support and neighboring areas.	Low	Medium	<ul style="list-style-type: none"> - Clear, transparent communication about the project's scope and selection criteria. - Ensure all activities are inclusive and non-discriminatory.
Institutional: Limited capacity of IP to manage funds and report in line with UN-Habitat requirements.	Medium	High	<ul style="list-style-type: none"> - Rigorous capacity assessment during selection (as per IP Policy). - Close financial oversight and mentoring by UN-Habitat's PMO. - Payments in instalments linked to verified deliverables.
Safeguarding: Risk of Sexual Exploitation and Abuse (SEA) during community interaction.	Low	Very High	<ul style="list-style-type: none"> - IP must demonstrate an existing PSEA policy or commit to co-developing and implementing one with UN-Habitat support within the first month of the project. - Key IP staff must complete mandatory PSEA training. - Clear, confidential reporting channels established and communicated to the community.

Eligibility Criteria

Criteria	Submission Details/ Documents Required
Legal Status	<ul style="list-style-type: none"> • Certificate of registration/incorporation i.e., • Proof of registration in Country of Origin. • Proof of registration of Country of operation (Syria) • Proof of country operational presence in Syria
Organization profile and details	<ul style="list-style-type: none"> • Clear organization profile and structure of the organization indicating: <ul style="list-style-type: none"> ○ Organization’s vision, mission and objectives ○ Management structure ○ Members of the Governing Board and their Designations duly certified by the Corporate Secretary, or its equivalent document ○ Proof of membership to professional associations if any.
Financial Capacity	<ul style="list-style-type: none"> • Audited financial statements (balance sheet and income statement) and auditors report for the last year
Exclusive bank account	<ul style="list-style-type: none"> • Is the organization willing and able to have a separate bank account for the funds provided by UN-Habitat?
Integrity and Governance	<ul style="list-style-type: none"> • The organization should complete and submit a signed Partner Declaration Form • Provide the profiles of the Chairperson of the Board of Directors, Head of the Organization and Chief of Finance

Selection Criteria

Criteria	Submission Details/ Documents Required
1. Technical capacity	20%
<p>1.1 Does the organization have the relevant experience and proven track record in implementing activities in the areas of the project? Has it managed in the past projects of similar technical complexities and financial size? Is the project linked with the core business of the IP?</p>	<ul style="list-style-type: none"> • List of similar projects executed in the last 5 years (value, location, donors, nature of projects, execution stage – completed or ongoing). • Demonstrate how the experiences in past projects are relevant in the execution of the current proposal • References from past donors

<p>1.2 Does the organization have qualified technical staff with the experience and the technical skills required by the project? What is the staff size, type, qualification and education background?</p>	<ul style="list-style-type: none"> • CVs of key management staff, technical and non-technical staff that will be involved on the project • How many technical staff do you have in the concerned Country for implementing the project? Is there reasonable assurance that such technical staff required by the project will continue to be available as needed in the Project?
<p>1.3 Does the organization have a clear and strong link with an identifiable constituency relevant to the targeted population of the project? Does it have the ability to impact on the targeted population and on the issues? Does it have strong presence in the field and for how long? Does it have adequate capacity to work in key areas/regions where the proposed field activities will be implemented?</p>	<ul style="list-style-type: none"> • Demonstrate, describe and provide proof of local operational presence, including link and ability to impact the targeted population.
<p>1.4 Does the organization possess adequate physical facilities, office equipment, transport, etc. to implement the activities?</p>	<ul style="list-style-type: none"> • Provide location and list of office facilities, vehicles and office equipment locally available to implement the project.
<p>1.5 Does the organization have formal procedures to monitor project execution (e.g. milestones, outputs, expenditures...)</p>	<ul style="list-style-type: none"> • Provide formal project monitoring policies and procedures
<p>2. Financial and administrative capacity</p>	<p>20%</p>
<p>2.1 Has the organization been in operation over a period of at least 2 years to demonstrate its financial sustainability and relevance?</p>	<ul style="list-style-type: none"> • State the years of operation • Financial statement for the last year
<p>2.2 Does the organization have qualified staff in Finance? Is the current accounting system computerized and does have the capacity to collect and provide separate financial reports on the activities executed under the Agreement of Cooperation? Does it have systems and practices to monitor and report whether the project deliverables and expenditures are within agreed time and budget? Does it have minimum segregation of duties in place (separation between project management, finance/accounting and executive office)</p>	<ul style="list-style-type: none"> • CVs of key finance and accounting staff • Description and key features and controls of the accounting system used • Organization structure/ Organogram

<p>2.3 Does the organization have the capacity to procure goods and services on a transparent and competitive basis? (if applicable) check for procurement unit with experienced staff</p>	<ul style="list-style-type: none"> • Copies of procurement policies and procedures. The procedures should show how you procure locally and internationally.
<p>2.4 Does the organization have formal procedures and controls to mitigate fraud such as multiple signature signatories on bank accounts, reporting and prosecution of incidences of fraud?</p>	<ul style="list-style-type: none"> • Describe anti-fraud controls and provide formal procedures
<p>2.5 Does the organization have capacity to provide in-kind, financial, personnel contribution as UN-Habitat Implementing Partner in this present project? Please give details of contribution nature and size.</p>	<ul style="list-style-type: none"> • Describe nature and value of contribution (in-kind or cash)
<p>3. Financial Proposal</p>	<p>20%</p>
<p>3.1 Is the budget for each component of the activity to be performed by the Implementing Partner (i) cost-effective (i.e. the cost should be economical and prudently estimated to avoid any under/over estimation) (ii) justifiable/well supported and (iii) accurate and complete</p>	<p>Budget Proposal <template provided></p> <ul style="list-style-type: none"> • BOQ (if applicable) • Other supporting documents
<p>4. Technical Proposal</p>	<p>40%</p>
<p>4.1 The technical proposal is sound and responds adequately to the specifications and requirements?</p>	<p>Technical Proposal document <template provided></p>
<p>Cumulative score for ratios</p>	

Notes:

1. Interested Organizations must provide information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.).
2. The CFP and accompanying documents must be received in accordance with instructions provided. CFP submitted to a different email address will not be considered.
3. CFP from applicants failing to provide the complete information to fulfil the basic eligibility criteria will be considered non-responsive.
4. CFP received after the above deadline will not be considered



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5. Organizations will be selected in accordance with the procedure set out in the UN-Habitat IP Management policy and Standard Operating Procedures.
6. CFP from applicants failing to provide the requested information will be disregarded.
7. This CFP does not entail any commitment on the part of UN-Habitat, either financial or otherwise. UN-Habitat reserves the right to accept or reject any or all proposals without incurring any obligation to inform the affected applicant(s) of the grounds.
8. All prices must be in USD