



## Scope of Work (SOW)

**Title:** Consultant for Developing a Partnership Strategy, individuals or companies

**Location:** Iraq (Remote/Field-Based as required)

**Duration:** [6 weeks]

**Reporting to:** [Country Subawards & Compliance Manager]

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## Background

Mercy Corps Iraq (MCIQ) is committed to advancing locally led initiatives that position local civil society organizations (CSOs) and private sector actors as central contributors to Iraq's development. To achieve this, MCIQ seeks to develop a comprehensive **Partnership Strategy** that strengthens collaboration, builds capacities, and elevates local voices in program design and implementation.

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## Objective

The consultant will develop a comprehensive Partnership Strategy to strengthen MCIQ's collaboration with local stakeholders, ensuring alignment with the **Pathway to Possibility** global strategy and **Country strategy**, and donor priorities. The consultant will need to familiarize with these documents. The strategy will identify opportunities, challenges, and actionable recommendations to foster sustainable, equitable partnerships with local CSOs and private sector actors.

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## Key Responsibilities

- I. **Assessment and Analysis**
  - A. Conduct a **stakeholder analysis and needs assessment** to map the roles, capacities, and contributions to the sectors/objectives they focus on of:
    1. Local CSOs.
    2. Private sector partners.
    3. Social movements, organized movements or volunteerism but not registered officially
  - B. Review MCIQ's existing partnerships and partnership models, including findings from the CSO mapping exercise.
  - C. Analyze strengths, gaps, and opportunities in existing and potential partnerships.
- II. **Data Collection**
  - A. Facilitate **Key Informant Interviews (KIIs)** and **Focus Group Discussions (FGDs)** with:



1. 30 preselected local CSO partners.
2. 30 Relevant private sector stakeholders.
  - a) Identify and engage with at least 10 relevant private sector entities per each of the three key portfolios of Mercy Corps Iraq:

- **Water Security:** Companies involved in water resource management, such as water purification firms, irrigation equipment suppliers, and hydrology consulting firms, to explore their potential contributions to development programs.
- **Economic Opportunities:** Businesses across agriculture, manufacturing, and technology sectors that can support job creation, entrepreneurship, climate smart/ solar companies and supply chain development.
- **Peace and Good Governance:** Private organizations with expertise in mediation services, community development, or corporate social responsibility initiatives focused on fostering social cohesion and stability.

- b) Specialized groups such as research institutes or universities

3. Community representatives.

B. Organize discussions with local community leaders and influencers to ensure their perspectives inform the strategy, with a focus on identifying locally relevant solutions and challenges.

### III. **Strategy Development**

A. Develop a **Partnership Strategy document** that includes:

1. A roadmap of strategic priorities (short-term and long-term goals).
2. Recommendations for partnership engagement and collaboration.
3. SWOT analysis of partnerships, including national CSOs and private sector
4. Identification of potential funding sources or models to ensure sustainability.
5. Comprehensive findings on the roles, contributions, and perspectives of stakeholders from local CSOs, private sector partners, and community representatives.
6. Specific analysis of private sector stakeholders' current and potential contributions across **Water Security**, **Economic Opportunities**, and **Peace and Good Governance** portfolios.
7. Identification of key challenges, capacity gaps, and actionable recommendations for engaging private sector actors in each portfolio.

B. Propose mechanisms to operationalize the strategy, including clear roles, responsibilities, and timelines.

### IV. **Reporting and Deliverables**

A. Provide regular progress updates based on an agreed timeline to the MCIQ team.

B. Submit the following deliverables:

1. Stakeholder analysis and needs assessment report.
2. Final Partnership Strategy document with a roadmap and actionable recommendations.



3. formal presentation (in-person or virtual) of the strategy document with the road map and actionable steps

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## Deliverables and Timelines

Deliverable	Timeline
Inception report detailing the methodology and work plan	[To be proposed by applicant]
Stakeholder analysis and needs assessment report	[To be proposed by applicant]
Draft Partnership Strategy document, including the formal presentation, roadmap, and actionable steps detailed in the strategy development section	[To be proposed by applicant]
Final Partnership Strategy document	[To be proposed by applicant]

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## Required Qualifications

- Bachelor's degree in development studies, social sciences, or related fields (Master's preferred).
  - Minimum 3-5 years of experience in partnerships, capacity-building, or strategy development.
  - Demonstrated experience conducting assessments and facilitating stakeholder engagement.
  - Strong knowledge of Iraq's development and humanitarian context.
  - Proven ability to produce high-quality strategic documents.
  - Excellent communication and analytical skills.
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## Management and Support

The consultant will report to [ Subawards and Compliance Manager] and will work closely with MCIQ's Partnership, Programs, and Subawards teams. MCIQ will provide:

- Access to necessary documents and data.
  - Support in coordinating KII and FGDs.
  - Guidance on organizational priorities and objectives.
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## Payment Terms

The total budget for this consultancy will be inclusive of all taxes, fees, and other costs. Payment will be disbursed in installments tied to the deliverables:

1. [20%] upon approval of the inception report.
  2. [40%] upon submission of the needs assessment report.
  3. [40%] upon approval of the final Partnership Strategy document.
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## Submission Process

Interested consultants are invited to submit:

- A consultant profile including a list of similar assignments (preferably with INGOs) and the CVs of key study members.
- A technical proposal that details the proposed methodology and its responsiveness to the SOW;
- At least one sample of a similar consultancy and strategy making(preferably in Iraq);
- A project timeline and work plan;
- At least two references for similar work completed in the past;
- A full financial proposal, including a detailed budget with all associated expenses (provide breakdowns,

## Selection Criteria

Applications will be evaluated based on the selection criteria below:

- CV and qualification (proof of capacity)- 20%
- Technical proposal 20%
- previous experience, with a minimum of three similar works submitted - 20%
- Delivery Schedule (Work Plan)15%
- Price (Financial Offer) 25%

