

Consultancy - Terms of Reference (TOR)

Title:	Consultancy for Conducting a Conflict and Situation Analysis in BPSI Target Locations
Total number of consultants	One Consultant or group (person or company)
Country Program	Iraq / The Building Peace and Stability in Iraq (BPSI) Programme
Proposed Dates	Mid-November 2025
Duration	60 Calendar days January – February 2026

BACKGROUND

Founded in 1933, the International Rescue Committee (IRC) is a global humanitarian organization that responds to the world's worst crises, helping people to survive, recover, and rebuild their lives. The IRC delivers lasting impact by providing protection, health, education, economic recovery, and governance support to people affected by conflict and disaster. In Iraq, the IRC has been operational since 2003, implementing programs across protection and legal assistance, governance, women's empowerment, and economic recovery. The IRC works closely with national and local authorities, civil society organizations, and community actors to strengthen resilience, social cohesion, and access to rights for vulnerable Iraqis and displaced populations.

The *Building Peace and Stability in Iraq (BPSI)* Programme – Phase III, funded by the Foreign, Commonwealth & Development Office (FCDO) and led by the International Rescue Committee (IRC) in partnership with Al-Tahreer Association for Development (TAD), Peace and Freedom Organization (PFO), Justice Center (JC), Legal Clinics Network (LCN), Investigator Organization for the Rule of Law (IOL), and House of Coexistence (HOC) – aims to enable Iraqis impacted by conflict and displacement to achieve safe return, peaceful coexistence, and sustainable reintegration.

Despite progress in previous phases, many communities across Anbar, Ninewa, Kirkuk, and Salah al-Din continue to face fragmented governance, weak service delivery, environmental degradation, economic strain, and social tensions. These dynamics are further compounded by climate-related stressors and lingering grievances linked to displacement, political exclusion, and security fragmentation.

To inform BPSI's strategic direction and advocacy efforts, IRC seeks to commission a comprehensive Situation and Conflict Analysis across its target locations. This analysis will update the contextual understanding of local conflict drivers, peacebuilding dynamics, and institutional capacities, building upon the Midterm Situation Analysis (2024) and HOC's Conflict Analysis (2025).

OBJECTIVES OF THE ASSIGNMENT

Overall Objective:

To generate an evidence-based, multi-dimensional understanding of conflict dynamics, governance gaps, and peacebuilding opportunities in BPSI, target governorates to guide programming, advocacy, and policy engagement.

Specific Objectives:

Objective 1: Identify and analyse key conflict drivers, tensions, and risks at community, district, and governorate levels, including how the roles and incentives of local authorities, security actors, and political actors shape the returns process (e.g., civil documentation, compensation, HLP, access to services).

Objective 2: Examine the capacities, incentives, and influence of local governance systems, traditional actors, tribal mechanisms, CSOs, Peace Committees, and NRMCS in dispute resolution, governance, and service delivery.

Objective 3: Assess community perceptions of security, justice, service provision, civil documentation barriers, and institutional trust, including experiences of women and men, IDPs, returnees, women, and youth.

Objective 4: Analyse the links between environmental degradation, climate impacts, natural resource management practices, and conflict dynamics, including existing natural resource management practices and how this affects durable solutions.

Objective 5: Capture perspectives of women, youth, IDPs, returnees, and host communities regarding peacebuilding, coexistence, participation, and inclusion in local decision-making.

Objective 6: Provide actionable recommendations for BPSI partners, government counterparts, and donors, grounded in PEA findings, to strengthen conflict sensitivity, peacebuilding, governance reforms, and durable solutions.

SCOPE OF WORK

The consultancy firm will be responsible for:

- Conducting a desk review of existing conflict analyses and other BPSI documentation including secondary analysis of what was done as part of BPSI Phase I and II and IRC's BMZ funded project. The consultant may also benefit from findings of the assessments conducted by BPSI partners for the desk review.
- Designing and implementing field-level data collection in BPSI target governorates: *Anbar, Ninewa, Kirkuk, and Salah al-Din, also including Duhok (for IDPs consultations)*.

- Engaging a broad range of stakeholders, including federal entities in Baghdad:
 - Community representatives, local peace committees , and natural resource management committees (men, women, youth, minorities, returnees, IDPs).
 - Civil Society Organizations and local NGOs.
 - Local authorities, municipalities and governor offices (governorate and district level).
 - National stakeholders such as the Ministry of Migration and Displacement (MoMD), Ministry of Interior – Civil Affairs Directorate (Mol-CAD), National Security Advisory (NSA), and High Council for Women’s Affairs.
- Applying a mixed-methods approach i.e. qualitative & quantitative analysis combining:
 - Semi Structured Key Informant Interviews (KIIs)
 - Focus Group Discussions (FGDs)
 - Quantitative perception survey to validate
 - Stakeholder consultations and validation workshops.
- Producing a comprehensive analytical report highlighting conflict typologies & drivers, trends, conflict map, and pathways for peacebuilding.

METHODOLOGY

The firm is expected to propose a robust and participatory methodology that may include:

- Desk review of secondary data, literature, and previous assessments.
- Qualitative data collection through at least:
 - KIIs with community leaders, authorities, CSOs, and institutional representatives.
 - FGDs with community members (segregated by gender, age, and status).
- Quantitative perception survey to validate results .
- Stakeholder engagement workshops for validation and feedback on findings and the conflict map
- Use of conflict sensitivity and Do No Harm frameworks throughout all phases, ensure IRC’s technical guidance is incorporated throughout the process.

All tools must ensure gender sensitivity, inclusiveness, and representation of vulnerable groups.

EXPECTED DELIVERABLES

Deliverable	Description	Timeline
Inception Report	Methodology, sampling, stakeholders list, workplan, and tools developed in consultations with and approved by IRC.	Week 2
Draft Report	Comprehensive draft report including preliminary findings and visual data, reviewed and approved by IRC.	Week 8

Validation Workshop	Presentation and consultation with BPSI partners and stakeholders	Week 9
Final Report	Revised, formatted report (approx. 35–40 pages with qualitative quotes, conflict map, conflict driver tree and other visuals) + Executive Summary (3–4 pages), reviewed and approved by IRC.	Week 10
Presentation Deck	PowerPoint summary for dissemination reviewed and approved by IRC.	Week 10

Note: The assessment team shall ensure their presence in the field, and data collection should be based on real-time interactions with communities and stakeholders.

PERIOD OF PERFORMANCE

The consultancy is expected to be completed within 10–12 weeks from contract signature (tentatively January – February 2026).

PLACE OF PERFORMANCE

Data collection will be conducted across the BPSI governorates: *Anbar, Ninewa, Kirkuk, and Salah al-Din*. In addition to Duhok (for consultations with displaced populations) and Baghdad for federal stakeholders.

WORK REQUIREMENTS

- Research and analysis across multiple thematic areas (conflict, governance, gender, environment, displacement).
- Stakeholder engagement at community and institutional levels.
- Data analysis, validation, and drafting of a high-quality, actionable report.

CONSULTANT/COMPANY QUALIFICATIONS

The firm must demonstrate:

- Proven experience in conflict analysis, peacebuilding, and governance research in Iraq or similar contexts.
- Strong background in qualitative and participatory research methodologies.
- Expertise in gender and inclusion analysis.
- Knowledge of Iraqi socio-political, environmental, and displacement contexts.
- Excellent analytical, reporting, and communication skills in English and Arabic (Kurdish is an asset).

EVALUATION CRITERIA

Criteria	Weight
Understanding of assignment and objectives	25%
Methodology and work plan	30%
Relevant experience and team qualifications	30%
Cost-effectiveness	15%

HOW TO APPLY:

Applicants should submit the following documents:

- A Cover Letter expressing interest in the assignment
- Technical Proposal – methodology, workplan, and team structure.
- Financial Proposal – itemized budget including field costs.
- CVs of Key Personnel.
- Examples of previous conflict/situation analyses or research reports.
- Evidence of registration of the entity in the country or abroad and relative tax clearance updated to 2024 minimum

When submitting, applicants should include "**Iraq Conflict and Situation Analysis 2025**" in the subject line.

The applications will be scored by an IRC committee from different perspectives, and only shortlisted as below:

Require documents to be submitted:

For companies:

- 1- Business registration and latest tax clearance.
- 2- Fill out the VIF (vender Information Form), sign and stamp all pages.
- 3- Technical proposal
- 4- To provide documents (such as **contracts or purchase orders**) demonstrating previous experience with INGOs/NGOs in delivering similar services/trainings.
- 5- Submit a detailed financial proposal, including a breakdown of costs for each topic, venue, meals, and refreshments.
- 6- Clearly specify your payment terms and preferred method of payment.

For individuals:

- 1- Fill out the VIF (vender Information Form), sign all pages.
- 2- Technical proposal
- 3- To provide documents (such as contracts or purchase orders) demonstrating previous experience with INGOs/NGOs in delivering similar services/trainings.
- 4- Submit a detailed financial proposal, including a breakdown of costs for each topic, venue, meals, and refreshments.
- 5- Clearly specify your payment terms and preferred method of payment.



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If interested, please send your documents listed in SOW to: IRCIraq.TenderBox1@rescue.org No later than **Sunday, December 14th, 2025.**

If you have any questions, please send email to: IQ-Tenders@rescue.org no later than Wednesday December 10th.2025.

Offers to supply will not be accepted after **the deadline**

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