

Tender Document

Tender No: IRI2025-0022 (V) Feasibility Study (Iraq Hybrid Office Project)	رقم المناقصة: IRI2025-0022 (V) Feasibility Study (Iraq Hybrid Office Project)
Date: 24 December 2025	التاريخ: 24 كانون الاول 2025
Location: Erbil, Baghdad, Sulaymaniyah, Duhok, Basrah, and Kirkuk	الموقع: محافظة اربيل، بغداد، سليمانية، دهوك، بصرة، كركوك
Project Name: Iraq Hybrid Office.	اسم المشروع: مكتب هجين في العراق.

BACKGROUND

Islamic Relief Worldwide - Iraq began working in Iraq in 1997 and was one of the few international aid agencies that continued working there in 2003. Our major priority is to provide much-needed emergency support for displaced people, returnees, host communities, and refugees in Anbar, Baghdad, Kerbala, Diyala, ThiQar, Dohuk, Halabja, and around Erbil. We are also helping people to get back on their feet – with more long-term development where it is safe to do so.

حول الإغاثة الإسلامية عبر العالم – العراق،

بدأت منظمة الإغاثة الإسلامية العالمية - العراق عملها في العراق في عام 1997 وكانت واحدة من وكالات الإغاثة الدولية القليلة التي استمرت في العمل هناك في عام 2003. وتتمثل أولويتنا الرئيسية في توفير الدعم الطارئ الذي تشتد الحاجة إليه للنازحين والعائدين والمجتمعات المضيفة واللاجئين في الأنبار وبغداد وكربلاء وديالى وذي قار ودهوك وحلبجة وحول أربيل. كما نساعد الناس على العودة إلى حياتهم الطبيعية من خلال المزيد من التنمية طويلة الأجل حيثما كان ذلك آمناً.



Phone: +964 (0) 750200 7915
email: info@ir-iraq.org

International HQ: 19 Rea Street South
Birmingham, B5 6LB/ United Kingdom

www.islamic-relief.org
Charity Registration:
Baghdad 2B7830 / Erbil 1175-F

SUBJECT: IRI2025-0022 (V) Feasibility Study (Iraq Hybrid Office Project)

Dear Valuable Supplier,

Islamic Relief Worldwide, Iraq office is pleased to invite you to participate in the tender for the processing of **IRI2025-0018 (R) MSME Project Impact Assessment & Evaluation**. According to the conditions in the attached files, I am sharing with you the following documents, which constitute the tender dossier.

Any request for clarification must be received by the IRW-IRAQ Procurement Department by email (tendering@ir-iraq.org) at least 03 days before the deadline for submission of tenders. IRW-IRAQ will reply to bidders' questions at least 2 days before the deadline for submission of tenders. or call (07518396949). IRW-IRAQ will reply to bidders' questions at least 2 days before the deadline for submission of tenders.

Costs incurred by the bidder in preparing and submitting the tender proposals will not be reimbursed. We look forward to receiving your tender and the accompanying tender guarantee at the address specified in the Instructions to Bidders or sent via email above.

Yours sincerely,
Procurement Committee

الأعضاء السيد \ السيدة،

يسر الإغاثة الإسلامية عبر العالم- العراق أن تدعوكم للمشاركة في مناقصة " IRI2025-0022 (V) Feasibility Study (Iraq Hybrid Office Project) ". وفقا للشروط والتفاصيل الواردة في الملفات المرفقة.

يرجى الاطلاع على الوثائق التالية التي تشكل ملف المناقصة.

يجب أن تتلقى الإغاثة الإسلامية عبر العالم - العراق أي طلب للتوضيح كتابيًا عبر البريد الإلكتروني (tendering@ir-iraq.org) قبل 03 أيام على الأقل من الموعد النهائي لتقديم العطاءات. أو الاتصال على (07518396949). سوف يقوم فريق الإغاثة الإسلامية عبر العالم - العراق بالرد على أسئلة مقدمي العروض قبل يومين على الأقل من الموعد النهائي لتقديم العطاءات. لن يتم تعويض التكاليف التي تكبدها مقدم العرض في إعداد وتقديم مقترحات المناقصة. نحن نتطلع إلى تلقي عطاءك وضمان العطاء المصاحب له على العنوان المحدد في تقديم عروض الأسعار أو الإرسال عبر البريد الإلكتروني أعلاه.

تفضلوا بقبول فائق الاحترام،
لجنة المشتريات



1 SUBMISSION OF QUOTATIONS

The quotation must be submitted in a sealed envelope labeled with your company name and the reference **IRI2025-0022 (V) Feasibility Study (Iraq Hybrid Office Project)**. It can be dropped off in IRW – Iraq, Erbil office- Ekhlas Empire Building, 100 Meter street, 2nd floor, Apartment 8, Near Arjan Hotel, or sent via e-mail. (procurement.committee@ir-iraq.org)

Important Notes:

- Only one bid will be received from each company, and in the case of re-announcement a second time a new bid will not be received from the same company.
- Offers transmitted in any other manner or offers received after the deadline date and time will not be considered.
- All bids will be opened by the Islamic Relief Worldwide Iraq Procurement Committee and each Bidders will be notified of the result of their bid.
- All bids must be in IQD, any bid that uses another currency will not be accepted.
- IRW-Iraq reserves the right to partially award the offer or cancel it.

1 تقديم العطاء

يجب تقديم العطاء في ظرف مختوم ويحمل اسم شركة وعنوان ورقم المناقصة **IRI2025-0022 (V) Feasibility Study (Iraq Hybrid Office Project)** في مكتب الاغاثة الإسلامية عبر العالم في العراق، أربيل - مبنى إخلاص إمباير، شارع 100 متر، الطابق الثاني، شقة رقم 8، بالقرب من فندق أرجان، او عن طريق الارسال على البريد الالكتروني. procurement.committee@ir-iraq.org

ملاحظات هامة:

- سيتم استلام عرض واحد فقط من كل شركة، وفي حالة اعادة الاعلان مرة ثانية لن يتم استلام عرض جديد من نفس الشركة.
- لن يتم النظر في العروض المرسلة بأي طريقة أو عروض أخرى بعد موعد النهائي لاستلام العروض المذكور ادناه.
- سيتم فتح جميع العروض من قبل لجنة المشتريات للإغاثة الإسلامية عبر العالم - العراق وسيتم إخطار كل مقدم العطاء بنتيجة العطاء الخاص به.
- يجب ان يقدم العطاء بالدينار العراقي ولن يقبل اي عطاء يقدم بأي عملة أخرى.
- تحتفظ IRW-Iraq بالحق في منح العرض جزئياً أو إلغائه.

2 TIMELINES

Line	Description	Date, year, time
1	ITB published	24 December 2025
2	Deadline for requesting any clarifications from Islamic Relief Worldwide - Iraq via email address: tendering@ir-iraq.org	04 January 2026
3	Closing date and time for receipt of quotations	08 January 2026 04:00 PM Baghdad Local time

2 الجداول الزمنية

رقم	المعلومات	التاريخ
1	اعلان المناقصة	24 كانون الاول 2025
2	الموعد النهائي لطلب أي توضيحات من الإغاثة الإسلامية عبر العالم - العراق عن طريق البريد الإلكتروني: tendering@ir-iraq.org	04 كانون الثاني 2026
3	تاريخ إغلاق المناقصة ووقت استلام العطاء	08 كانون الثاني 2026 الساعة 04:00 عصرا بتوقيت بغداد

3 SPECIFICATION OF REQUIREMENT مواصفات و المتطلبات

- Services provided in this tender document are attached to the tender documentation in the **ToRs**:
الخدمات التي يتم توفيرها بموجب هذه المناقصة مدرجة في **ToR**:

Supply Requirements

- The bidder must submit the bid according to the required specification in the **attached ToR**.
- The bidder has the right to mention the specifications of the material if they slightly differ from what is stated in the quantities schedule. In case of major differences in the offered specifications, IRW-Iraq has the right to not consider the bid.
- The bidder must authenticate (**by company's stamp**) all tender documents that are stamped of the Islamic Relief Worldwide - Iraq and fill the price well and clearly in Iraqi dinar.
- The bidder must submit the company's supporting documents (**company registration documents, experience, Bank IBAN, Company IDs, etc.**)
- The Islamic Relief Worldwide - Iraq pays all the dues to the contracting company within **One month (30 Days)** from the date of the completion of the full delivery of the materials.
- The payment will be through a bank transfer to the company.
- The price should not change the price of the unit until the contract expiry date without any additional amount for transportation or any other reason.
- Bid quotations shall be valid for **(90) ninety days** from the date of submitting the bid.

4 متطلبات العرض

- على مقدم العطاء تقديم المواد بحسب المواصفات من الجدول المرفق، الملحق المرفق **ToR**.
- يحق لمقدم العطاء ذكر مواصفات المادة في حال اختلافها قليلاً عن المذكور في جدول الكميات. في حالة وجود اختلافات كبيرة في المواصفات المعروضة، يحق لمنظمة IRW-Iraq عدم النظر في العطاء.
- يجب على مقدم العطاء المصادقة (**بخطم الشركة**) على جميع وثائق المناقصة التي ختمت الإغاثة الإسلامية عبر العالم - العراق وملء الثمن جيداً وبشكل واضح وبالدينار العراقي.
- على مقدم العطاء ارفاق اوراق الشركة الرسمية (شهادة تسجيل الشركة، الاعمال السابقة، المعلومات المصرفية للشركة، هويات الشركة، الخ)
- تقوم الاغاثة الاسلامية بتسديد كافة المستحقات للشركة المتعاقد معها خلال فترة شهر (30 يوم) من تاريخ انتهاء تسليم العمل بالكامل.
- الدفع سيكون عن طريق التحويل البنكي لحساب الشركة.
- على المقدم ألا يغير السعر للوحدة الي تاريخ انتهاء العقد بدون أي مبلغ زيادة للنقل أو اي سبب آخر.
- عروض الاسعار للمناقصة تكون سارية المفعول لمدة (90) تسعون يوماً من تاريخ تسليم العطاء.

5 AWARD CRITERIA معايير اختيار

The award of the contract will be based on the following criteria:

وتستند اختيار العقد إلى المعايير التالية:

Criteria المعايير	Scoring النقاط
Must be registered to conduct business and in compliance with government tax Regulations. يجب أن تكون مسجلة لممارسة الأعمال التجارية والامتثال للضرائب الحكومية.	Mandatory as Essential criteria without registration and Tax clearance the offer did not consider
Past similar work experience with (INGO/UN Agencies), Please Provide (Experience Letters). or Contract stamped and signed government contracts. خبرة عمل سابقة مماثلة مع (المنظمات غير الحكومية الدولية/وكالات الأمم المتحدة)، يرجى تقديم (خطابات الخبرة). أو عقود حكومية مختومة وموقعة.	20

Delivery lead time	مدة الإنجاز	20
Proof of financial stability such as financial turnover of last three years and bank statement. Must be provided with tender document	إثبات الاستقرار المالي مثل الدوران المالي للسنوات الثلاث الماضية وكشف الحساب المصرفي. يجب ان يتم ارفاقها مع المناقصة.	10
Price	السعر	50
Total	المجموع	100

6 SUPPLIER INFORMATION: معلومات المورد

1	Wire Transfer Payment Mode طريقة الدفع المصرفي للتحويل	☐ Yes ☐ No
2	Name of Company اسم الشركة	
3	Name of the Owner and Partner اسم صاحب وشركائه	Owner: Partner: Partner:
3	Registered Office address العنوان المسجل للشركة	
4	Telephone Number رقم تلفون	
5	Email بريد الكتروني	
6	Company Registration & Tax number (Please attach a copy of the certificate & Tax) (تسجيل الشركة ورقم الضريبة (يرجى إرفاق نسخة من الشهادة والضريبة)	Attached ☐ (Important)
7	Company turnover in trading currency (please attach recent financial Bank statement) حجم أعمال الشركة بالعملة المتداولة (يرجى إرفاق كشف حساب بنكي مالي حديث)	
8	Proof of financial stability such as financial turnover of last three years or bank statement. إثبات الاستقرار المالي مثل العائد المالي خلال السنوات الثلاث الماضية أو كشف حساب مصرفي.	2022 ☐ 2023 ☐ 2024 ☐ (Important)
9	Company Structure including staff name and position in your Company and attached Passport for the Owner and the partners as well هيكل الشركة بما في ذلك اسم الموظفين والمنصب في الشركة وجواز السفر المرفقة للمالك والشركاء كذلك	Attached ☐
11	Please list any Disputes your Company has been involved in with NGOs/UN Organizations over the last 3 Years: يرجى ذكر أي نزاعات قد شاركت شركتكم في المنظمات غير الحكومية / الأمم المتحدة على مدى السنوات ال 3 الماضية	
10	Banking information: (Important) المعلومات المصرفية:	
Bank Name: اسم البنك:		
Bank Address: عنوان البنك:		
Bank Branch: فرع بنك:		
Account Name:		

أسم الحساب:
Account Number:
رقم حساب:
Swift Code:
IBAN:
رقم الحساب المصرفي الدولي:

Reference List قائمة المراجع

Please provide details of 03 INGO/UN and governmental agencies for whom you have completed contracts for in the last 03 years, willing to provide a reference. If available, attach reference letters.

يرجى تقديم تفاصيل عن 3 من المنظمات الدولية غير الحكومية / الأمم المتحدة والحكومية التي أكملت عقودها في السنوات الثلاث الماضية، على استعداد لتقديم مرجع. إذا كان ذلك متاحاً، قم بإرفاق مرجعية. قد يطلب في حالة عقد مع الإغاثة الإسلامية عبر العالم - العراق.

	Reference	Reference 2	Reference 3
Name of Organization/Business اسم المنظمة / الأعمال			
Title & Name of Contact Person عنوان واسم شخص الاتصال			
Phone: هاتف:			
E-mail: البريد الإلكتروني:			
Type of product/service provided to the client نوع المنتج / الخدمة المقدمة للعميل			

Delivery lead time مدة الانجاز

How many days after signing the contract will the work be fully achieved? كم يوماً، بعد توقيع العقد سوف يتم انجاز العمل بالكامل؟	
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7 INFORMATION TO BIDDERS

معلومات للمزودين

1. The currency of offer should preferably be in Iraqi Dinar	1. عملة العرض يجب أن تكون بالدينار العراقي
2. Payment will be made to the supplier by bank transfer within 30 days from receipt by Islamic Relief Worldwide - Iraq of all documents mentioned in purchase order.	2. سيتم الدفع إلى المورد عن طريق التحويل المصرفي في غضون 30 يوماً من استلام الإغاثة الإسلامية عبر العالم - العراق من جميع الوثائق المذكورة في أمر الشراء.
3. Islamic Relief Worldwide - Iraq will not be responsible for any bank service charges.	3. لن تكون الإغاثة الإسلامية عبر العالم - العراق مسؤولة عن أي رسوم خدمة مصرفية.
4. Inspection (at buyer's expense or unless negotiated as seller's expense) may be applicable and will be advised at time of purchase order and arranged by Islamic Relief Worldwide - Iraq or the supplier.	4. التفتيش (على حساب المشتري أو ما لم يتم التفاوض على أنها نفقات البائع) قد تكون قابلة للتطبيق وسيتم إبلاغ في وقت أمر الشراء وترتيبها من قبل الإغاثة الإسلامية عبر العالم - العراق أو المورد.
5. Islamic Relief Worldwide - Iraq does not undertake to pay by letter of credit or in advance of delivery.	5. لا تتعهد الإغاثة الإسلامية عبر العالم - العراق بالدفع بخطاب اعتماد أو قبل التسليم.
6. Islamic Relief Worldwide - Iraq reserves the right to accept the whole or part of your offer.	6. تحتفظ الإغاثة الإسلامية عبر العالم - العراق بالحق في قبول كامل أو جزء من العرض الخاص بك.
7. (if applicable) Goods supplied for Islamic Relief Worldwide - Iraq are exempt from VAT and all other customs excise duties.	7. (إن وجدت) السلع الموردة للإغاثة الإسلامية عبر العالم - العراق معفاة من ضريبة القيمة المضافة وجميع الرسوم الجمركية الأخرى.
8. Correction pen or incomplete offers or offers which do not comply with any of our tender conditions will not be considered.	

9. When applied - There will be liquidated damages equivalent to a deduction of 0.1% per day or part thereof for late deliveries due to default on the part of the suppliers.
10. **Supplier Code of Conduct:** Islamic Relief Worldwide - Iraq expects all suppliers to adhere to their Supplier Code of Conduct. Adherence is expected to be 100%. If Supplier has not signed IRW-IRAQ's Supplier Code of Conduct it will be the Supplier's responsible to sign prior to performance of any purchase order. Failure to do so will automatically mean supplier agrees to the Supplier Code of Conduct.

8. القلم التصحيح أو العروض غير المكتملة أو العروض التي لا تتوافق مع أي من شروط العطاء لدينا لن ينظر فيها.
9. عند تطبيقه - سوف يكون هناك تعويضات مقطوعة تعادل خصم 0.5% يوميا أو جزء منه للتسليم المتأخر بسبب التخلف عن السداد من جانب الموردين
10. مدونة قواعد سلوك الموردين: تتوقع الإغاثة الإسلامية عبر العالم - العراق من جميع الموردين الالتزام بقواعد سلوك الموردين الخاصة بهم. ومن المتوقع أن يكون 100%. إذا لم يوقع المورد على مدونة قواعد السلوك الخاصة بمورد الإغاثة الإسلامية، فسيكون المورد مسؤولا عن التوقيع قبل أداء أي أمر شراء. إن عدم القيام بذلك سيعني تلقائيا أن المورد يوافق على مدونة قواعد سلوك الموردين.

SUPPLIER CODE OF CONDUCT

Code of Conduct for Suppliers – Islamic Relief Worldwide - Iraq requires all suppliers to adhere to Code of Conduct developed by the Inter Agency Procurement Group (IAPG).

Suppliers and manufacturers to Non-Governmental Organisations (NGO's) should be aware of the Code of Conduct initiatives that the Inter-Agency Procurement Group (IAPG) supports.

This information is to advise you, our suppliers of the Corporate Social Responsibility (CSR) element in our supplier relationships.

- Goods and services purchased are produced and developed under conditions that do not involve the abuse or exploitation of any persons.
- Goods produced and delivered by organisations subscribe to no exploitation of children
- Goods produced and manufactured have the least impact on the environment

Code of Conduct for Suppliers:

Goods and services are produced and delivered under conditions where:

- Employment is freely chosen
- The rights of staff to freedom of association and collective bargaining are respected.
- Living wages are paid
- There is no exploitation of children
- Working conditions are safe and hygienic
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment of staff is allowed.
- Environmental Standards:

Suppliers should as a minimum comply with all statutory and other legal requirements relating to environmental impacts of their business. Areas to be considered are:

- Waste management
- Packaging and paper
- maintenance
- Energy use
- Sustainability

Business Behaviour:

Islamic Relief Worldwide - Iraq will seek alternative sources where the conduct of suppliers demonstrably violates anyone's basic human rights, and there is no willingness to address the situation within a reasonable time-frame.

قواعد السلوك الخاصة بالموردين

قواعد السلوك للموردين - تتطلب الإغاثة الإسلامية عبر العالم - العراق من جميع الموردين الالتزام بقواعد السلوك التي وضعتها مجموعة المشتريات المشتركة بين الوكالات وينبغي أن يكون الموردون والمصنعون للمنظمات غير الحكومية على دراية بمبادرات مدونة قواعد السلوك التي يدعمها فريق المشتريات المشترك بين الوكالات هذه المعلومات هي تقديم المشورة لك، مورديننا من المسؤولية الاجتماعية للشركات عنصر في علاقات المورد لدينا.

يتم إنتاج السلع والخدمات المشتراة وتطويرها في ظل ظروف التنطوي على إساءة استخدام أو استغلال أي شخص. السلع التي تنتجها وتسليمها المنظمات لا تشترك في أي استغلال للأطفال السلع المنتجة والمصنعة لها أقل تأثير على البيئة

مدونة قواعد السلوك للموردين: يتم إنتاج السلع والخدمات وتسليمها في ظل الظروف التي:

- يتم اختيار العمل بحرية
- احترام حقوق الموظفين في حرية تكوين الجمعيات والمفاوضة الجماعية.
- تدفع أجور المعيشة
- لا يوجد استغلال للأطفال
- ظروف العمل آمنة وصحية
- ساعات العمل ليست مفرطة
- لا يمارس أي تمييز
- توفير فرص عمل منتظمة
- لا يسمح بالمعاملة القاسية أو اللاإنسانية للموظفين.
- المعايير البيئية:

يجب أن يمثل الموردون كحد أدنى لجميع المتطلبات القانونية وغيرها من المتطلبات القانونية المتعلقة بالآثار البيئية لأعمالهم. المجالات التي يجب النظر فيها هي:

- إدارة المخلفات
- التعبئة والتغليف والورق
- صيانة
- استخدام الطاقة
- الاستدامة

السلوك التجاري:

وستسعى الإغاثة الإسلامية عبر العالم - العراق إلى إيجاد مصادر بديلة يكون فيها سلوك الموردين انتهاكا واضحا لحقوق الإنسان الأساسية لأي شخص، ولا توجد رغبة في معالجة الوضع في إطار زمني معقول.

سوف تسعى الإغاثة الإسلامية عبر العالم - العراق إلى مصادر بديلة

Islamic Relief Worldwide - Iraq will seek alternative sources where companies in the supply chain are involved in the manufacture of arms or the sale of arms to governments which systematically violate the human rights of their citizens.

Qualifications to the statement:

Where speed of deployment is essential in saving lives, IAPG members will purchase necessary goods and services from the most appropriate available source.

حيث تشارك الشركات في سلسلة التوريد في صنع الأسلحة أو بيع الأسلحة للحكومات التي تنتهك بشكل منهجي حقوق الإنسان لمواطنيها. المؤهلات للبيان:

وحيثما تكون سرعة النشر ضرورية لإنقاذ الأرواح، فإن أعضاء الفريق سوف يشترون السلع والخدمات الضرورية من أنسب مصدر متاح.

Complete Name of the Owner: اسم كامل لمصاحب الشركة	
Company Name: اسم الشركة :	
Signature: التوقيع :	
Date & Time: التاريخ والوقت :	
Contact Number / Address and phone number العنوان ورقم الهاتف :	
Company Stamp ختم الشركة :	



8

TOR for IRW Iraq Feasibility and Research

Project Title:

Feasibility Study for Establishing a Hybrid Fundraising Office – Islamic Relief Worldwide (IRW) Iraq.

1. Introduction to Islamic Relief Worldwide and Network & Resource Development:

Founded in 1984, Islamic Relief (IRW) has grown into one of the world's largest relief and development charities. With offices and operations in dozens of countries, as well as 16 partner offices across the globe, we work collectively to help millions of vulnerable people every year.

The Global Family Development (GFD) is a division of IRW which is tasked with growing the fundraising potential of the Islamic Relief worldwide family.

Part of GFD is Hybrid development which aims to improve the financial sustainability of Country offices through developing their capacity to raise funds from domestic sources.

2. Background to the Project:

Islamic Relief Worldwide Iraq has reached out to IRW to request support with developing a local fundraising team to help them raise funds domestically in order to take advantage of local opportunities as well as to improve their long-term sustainability.

A meeting between GFD and the country director has taken place where the process for setting up a fully functioning local fundraising team has been presented. The next step that was agreed was to commission a feasibility study to look into this project and then to present this study and its recommendations to the IRW Board of Trustees to make a decision on this request.

3. Overall Objective of the Feasibility Study

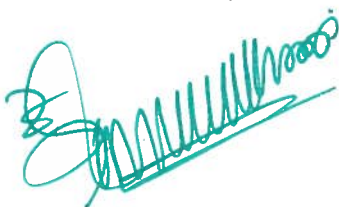
The objective of the feasibility study is to provide IRW Board of Trustees with the necessary assessment and recommendations to make a decision on the request made by IRW Iraq to become a Hybrid office and to request funding to implement this project.

The study should investigate the market conditions, the potential for local fundraising, the legal regulations covering fundraising in Iraq, the 3-year funding required for the project, and the expected income forecast.

4. Hybrid Fundraising Office:

A Hybrid Fundraising Office is a country-level institutional structure that performs two interconnected functions:

- Mobilizing financial resources from diverse internal and external donors, sponsors, and community-based mechanisms, and



- Managing and implementing humanitarian and development projects funded through the mobilized resources.

5. Geographic Scope of the Feasibility Study

The feasibility study will cover analysis and data collection across six priority locations where Islamic Relief Worldwide Iraq expects to explore fundraising, licensing, compliance, and hybrid operational feasibility:

- Erbil
- Sulaymaniyah
- Duhok
- Baghdad
- Kirkuk
- Basrah

The consultant must analyze these locations comparatively, assessing regional variations in:

- legal/registration processes
- banking and regulatory restrictions
- feasibility of establishing a hybrid fundraising + implementation office
- patterns of philanthropy and donor behaviour
- financial transfer systems and AML/CFT sensitivities
- CSR potential and private-sector engagement
- religious giving practices and faith-based motivations
- cost structures, staffing needs, and financial viability

The geographical analysis must align with and respond to the broader thematic Research Scope outlined in Section 7, including:

- regulatory risk and compliance
- NGO sector landscape
- charity fundraising market trends
- host community and diaspora dynamics
- funding match-making, stakeholder segmentation, and competitor assessment

Fieldwork should include consultations/interviews with stakeholders based in the above governorates, recognizing that governance frameworks differ between Federal Iraq and the Kurdistan Region.

Key stakeholders expected for engagement include:

- NGO Directorate and government licensing authorities

- legal/registration specialists and lawyers
- banks and financial institutions
- hawala and informal transfer networks
- wealthy philanthropists and business leaders
- Chambers of Commerce / CSR actors
- digital payment platform companies
- religious institutions and authorities.

6. Tasks:

The consultant is responsible for planning, preparing and producing the feasibility study. In particular, the consultant is expected to use the following template to guide his/her work

Small numbers



7. Feasibility Research Template

Scope of Work for development of Islamic Relief new partner office/ fundraising focus.

The feasibility study should capture all key information from the country in question to give a full background and understanding of the culture, community, charity sector, laws and regulations within the region. Below is a comprehensive list of areas expected to be covered in order for the thorough research to be complete. The more detail and depth given the better Islamic Relief can understand the prospects of the country and make an informed decision.

7.1. Background & Context

- Introduction
- Background of the IR Organization in country & the context
- History of IR in country (if applicable- including past activities or received institutional fundraising)
- Current IRW, Iraq legal status. (provide proof in annex)
- Overall methodology & approach
- Limitations of study

7.2. Country Facts

- Country factsheet and history
- Population & demography
- Economic Indicators
- Political Climate
- Crime rates
- Technological advancements
- Migrant communities and their history (if relevant)
- Employment Regulations
- Business Environment

7.3. Fundraising Regulatory Environment & Compliance

- Government's Institutional and regulatory framework for fundraising in country & its implication on activities
- Regulatory compliance for fundraising
- Banking Laws & Processes:
 - International banking options
 - Current IR banking arrangements
 - Suitability of current banking arrangements to fundraising
 - Other Banks services to and relationship with charities
 - Methods of donating via banks
 - Highlight differences between banks with approach to charities if any
 - Accounting requirements
 - Technological banking advancements including merchant accounts

7.4. Charity Sector and background of Existing Fundraising Landscape related to Islamic Relief

- Local Charity regulating Authority in country
 - Definition of charity
 - Options of charity registrations; foundation, charity, etc.
 - Sizes of charities
 - Top 10 nationally established charities
 - Potential changes in Charity Sector/ Regulator



- Academic research in local philanthropy habits
- Process of Setting up a Charity / obtaining fundraising license
 - Obtaining legal status
 - Registration and guidelines
 - Charity categories
 - Advice and training
 - Fundraising rules and guidelines
 - Leading legal, HR, Accounting and Auditing firms in charity sector
 - Compliance needed
 - Accreditation needed
 - Code of conduct for volunteering
 - Regulations for religious giving
- Traditional Fundraising methods
- New products available to Fundraising
- Domestic Institutional Funding opportunities:
 - Requirements for being able to apply for domestic institutional funding
 - Trend analysis of the funding streams & their quantum (sponsorships, grants etc.)
 - Trend analysis of funding acquisition Vs the allocation in different thematic areas
 - Strategic thematic areas of IR and matchmaking for strategic funding priorities needs/requirements
 - Development of fundraising match making indicators for IR to develop the funding base
 - Fundraising Players & Competitors
 - Segmentation of the Funding Players
- In country fundraising services
 - Governmental support
 - Private Institutions
 - CSR ethos and giving
 - Other institutions
- Restrictions and requirements for sending funds abroad.
- SWOT analysis based upon internal and external environmental scan

7. 5. Charity Fundraising Market Dynamics

- NGOs community
- Where to people give- local/ international
- Current IR field office affects/ impact
- Online markets and trends of giving
- Donor behaviour and ways of giving
- Platforms used
- Culture towards charitable giving, including tax rebates

7. 6. Host community / society

- History, ethnicities and size of society groups
- Number and locations of established Mosques/ Community centres



- Number and locations of established Islamic Associations
- Islamic Philanthropy
- Current giving trends
- Geographical distribution

7. 7. Key Findings

- Identification & calculation of funding and donor management support requirements for IRW
- Identification of the strategic priorities to develop a workable action plan for all the funding streams (Individual & corporate)
- Matchmaking & identification of potential funding partners
- Fundraising best practices in the context of country (individual & corporate)
- Membership and affiliations

7. 8. Fundraising & Donor Management Strategic Action Plan

- Fundraising action plan
- Fundraising tools and techniques
- Fundraising activity plan for coming year
- Total expected expenditure & income expected for coming year
- Challenges, risks ,assumptions & mitigating measures
- Potential stakeholders for IRW
- Image/Branding action plan to support the fundraising strategy & to build a community support case for IRW
- Utilization of the online tools for fundraising & business development trends
- Proposed institutional structure for fundraising & business development for IR
- Proposed institutional processes, monitoring and control framework for ensuring fundraising performance
- Utilization of the leadership and human resources potential for fundraising & donor management

7. 9. Financial costs to running a fundraising office

- Fundraising forecast first 3 years
- Operational Budget first 3 years

7. 10. Advised Strategic direction

7. 11. Conclusion and Risks

7. 12. Recommendations

8. Methodology

The feasibility study will be conducted through mixed desk-based and primary qualitative research. At minimum, the methodology will include:

- Comprehensive desk review and legal framework analysis
- Structured stakeholder mapping and literature analysis
- Key Informant Interviews (KIIs) with targeted stakeholders listed above
- Semi-structured interviews with IRW staff members involved in operations, finance, MEAL, risk, procurement, and programmes
- Desk-based benchmarking of peer fundraising and hybrid office models

- Assessment of digital platforms, local giving behaviors, and regulatory barriers

The consultant must adhere to IRW MEAL ethical guidelines, safeguarding policies, confidentiality requirements, and data protection standards.

8.1. Stakeholder Groups for Primary Data Collection

The feasibility study will engage a wide range of national and local stakeholders relevant to fundraising, compliance, and operations. At minimum, the consultant must conduct structured interviews or consultations with the following groups:

- Directorate of Non-Governmental Organizations (DNGO) at federal and regional levels
- Ministry of Labor and Social Affairs and other relevant authorities
- Financial institutions and banks
- Digital payment companies and mobile wallet providers
- Hawala offices/money transfer companies
- Private sector CSR partners
- Religious authorities and wealthy individual philanthropists
- Legal advisors and law firms familiar with charitable giving regulations
- NGO sector experts and peer organizations
- IRW Iraq programme, MEAL, finance, admin, and fundraising staff

Stakeholders should be mapped according to influence, interest, risk, and partnership potential.

9. Legal, Compliance & Risk Assessment

The feasibility must include a comprehensive analysis of legal, regulatory, operational, reputational, financial, religious, and security risks associated with establishing a hybrid fundraising office in Iraq.

The assessment should review:

- national and regional requirements for registering fundraising activities
- banking, payment, and transaction oversight requirements
- AML/CFT and sanctions compliance expectations
- donation and charitable giving regulations
- governance and fiduciary accountability controls
- religious giving frameworks including zakat governance
- economic, political, and reputational risk exposure
- cybersecurity / data protection considerations for digital fundraising

The consultant must produce:

- a risk register and matrix ranking risks by likelihood and severity
- mitigation measures and feasibility implications

10. Operational & Financial Planning

The feasibility must provide a clear operational and financial roadmap for establishing and sustaining the hybrid fundraising office.



The analysis should include:

- proposed operational structure
- HR staffing needs, roles, competencies, and salary ranges
- set of KPIs to measure performance of fundraising channels and operational efficiency
- projected annual operational costs
- projected revenue streams and assumptions
- ROI projections by funding source
- timing and required investment phases
- 3-year revenue and cost forecast
- break-even point and sustainability timeline
- exit strategy in case feasibility risks outweigh benefits

These plans should draw from:

- benchmarking data
- interviews and consultations
- regulatory and compliance findings
- internal IRW Iraq financial structures

11. Deliverables

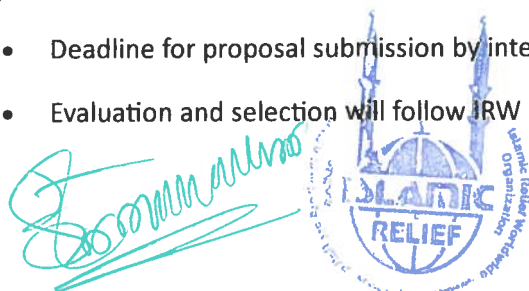
1. **Full Feasibility Study Report** covering all TOR components.
2. **Executive Summary.**
3. **3-year Financial Model and Forecast**, including:
 - projected income by fundraising channel
 - operating cost forecasts
 - investment requirements
 - financial assumptions
 - sensitivity and break-even analysis.
4. **PowerPoint Presentation Deck** summarizing key findings and recommendations.
5. **Stakeholder Mapping Report and Matrix.**
6. **Compliance and Risk Assessment Report.**
7. **Operational Resource Plan**, including HR requirements and capacity needs.
8. **Workplan and Gantt Chart** for feasibility activities.
9. **Minutes/notes from KIIs and stakeholder engagements.**
10. **Final recommendation pathway**, including feasibility scenarios and implementation options.
11. The consultant will be responsible for scheduling, conducting, and documenting stakeholder interviews in all identified governorates.
12. All deliverables must reflect findings specific to each location and stakeholder category to support an evidence-based recommendation regarding feasibility

Draft versions must be submitted for review prior to finalization.

12. Timeline and Deadline Requirements

Proposal Submission Timeline

- Deadline for proposal submission by interested firms/consultants: **31 December 2025**
- Evaluation and selection will follow IRW Iraq procurement procedures.



Study Completion Timeline

- The contracted firm/consultant must complete all feasibility components, produce the full feasibility report, and submit the final approved deliverables within **one calendar month** from contract signing.

Draft reports must be submitted in time to allow minimum 10 working days for IRW Iraq review and feedback before finalization.

13. Firm/Consultant Experience

- Documented experience conducting feasibility studies, market assessments, or organizational development studies for NGOs or INGOs.
- Proven experience in fundraising, philanthropy, Islamic social financing (Zakat/Sadaqah/Waqf), CSR, or financial systems strengthening in Iraq or comparable contexts.
- Demonstrated experience conducting risk, legal, or regulatory assessments related to fundraising, AML/CFT, and compliance frameworks.
- Prior experience working in Iraq or the Kurdistan Region, with ability to operate in the targeted governorates (Erbil, Sulaymaniyah, Duhok, Baghdad, Kirkuk, Basrah).
- Track record of conducting high-quality stakeholder consultations, interviews, surveys, and data analysis.

13.1. Individual/Team Capacity

- Strong knowledge and understanding of Iraqi federal and KRI regulatory frameworks related to NGOs, financial transactions, sanctions compliance, donation management, and private sector partnerships.
- Experience working with humanitarian and/or development-funded organizations.
- Proven analytical, reporting, and financial modelling skills.
- Demonstrated ability to prepare investment and operational feasibility projections.
- Language capacity in English, Kurdish, and Arabic mandatory.

14. Submission Requirements

Interested firms/consultants must submit a complete proposal package including:

1. Technical Proposal, outlining:

- understanding of the assignment
- methodology and workplan (including stakeholder mapping and KIIs)
- planned timelines aligned with the one-month delivery requirement
- team composition and roles
- risk management and ethical considerations
- logistical plan for conducting interviews across locations



2. **Financial Proposal**, including:

- detailed cost breakdown (professional fees, travel, communications, support)
- justification of cost assumptions
- all taxes included

3. **Company/Consultant Profile**, including:

- legal registration documents
- full address and contact information
- list of relevant past consultancy assignments
- resumes/CVs of key team members

4. **Two examples of previous work**, preferably feasibility studies or fundraising-related research.

5. **References** from at least two previous clients.

6. Submission deadline:

- **31 December 2025**, 23:59 Iraq time.

Proposals must be submitted electronically to IRW Iraq Procurement via the email indicated in the tender announcement.

15. Evaluation Criteria

Proposals will be evaluated using the following weighted criteria:

Evaluation Criteria	Weight
Price (Financial Offer)	40%
Relevant experience & qualifications of firm/team	25%
Technical Proposal	25%
Delivery Time	10%

