

Terms of Reference

Stakeholders' Mapping and Analysis – Building Local Civil Society Capacities to Fight Corruption in Iraq 2022-2024

1. General Information

Title of Consultancy: Stakeholder Mapping and Analysis – Building Local Civil Society Capacities to Fight Corruption in Iraq 2022-2024

Application Closing Date: 10 November 2022

Consultancy Start and End Date: 21 November – 21 December 2022

Location of Consultancy: Remote/Iraq

2. Background

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business, and civil society to develop and implement effective measures to tackle it.

Transparency International aims to achieve change in two main areas: policy and institutional change and behaviour change. However, in some contexts, raising awareness is a big achievement in itself. Since 2014, TI has been using its [Impact Monitoring Approach](#) with the aim of building a more robust body of evidence of what works to stop corruption and to improve our learning and accountability.

TI is subsequently implementing a project entitled “Building Local Civil Society Capacities to Fight Corruption in Iraq.” The specific objective of this project is to support governance and state-building initiatives through the promotion of greater transparency and accountability among Iraqi civil society, public state actors and private sector. By tackling corruption, this project contributes to Iraq’s key priorities to ensure sustained improvements in governance which can contribute to more sustainable development and economic growth.

The project is a two-years programme and contributes to the multi-donor ‘Private Sector Development & Employment Promotion’ project co-financed by the European Union (EU) and the Federal Ministry for Development and Cooperation (BMZ) and implemented by the Gesellschaft für Internationale Zusammenarbeit (GIZ).

3. Objective

Conduct a ‘Stakeholder Analysis’ in Iraq, mapping actors in civil society, including academia and the legal profession, government state institutions, media organizations and business private sector who work on transparency, accountability, integrity, good governance, and other anti-corruption issues. The consultant is to assess these actors according to importance and suitability in implementing anti-corruption and transparency related activities in Iraq with a view to identifying potential local civil society partners for TI. It is expected that more than 50 individuals and organizations will be assessed.

The project's proposal and activity plan are available upon request. It is expected that the consultant takes a gender-sensitive, inclusive, and participatory approach.

4. Expected Deliverables

The mapping should be carried out based on desk research, the consultant's intimate knowledge of the anti-corruption sector, and at least one phone conversation per entity / individual assessed. The output should include the following:

- 1. List local civil society partners involved in the fight against corruption, and update the previous stakeholder analysis tool, to include;**
 - a. Stakeholder names, contact details, typology (NGO, company ... etc.), geographical coverage.
 - b. Description of their anti-corruption achievements and current work in Iraq.
 - c. Their specialisation(s) in the anti-corruption field.
 - d. Description on their future plans/activities.
 - e. Describe number of staff, and, to extent possible, organisational capacity (Expertise, governance systems, and the amounts of funds they work with).
 - f. Description of ability to receive local or foreign funding.
 - g. Brief on their history of cooperation with TI and other international organizations, if applicable.
 - h. Describe reputation among like-minded NGO community.
 - i. Based on consultant expertise; ranking and recommendations of the stakeholders in the list.
- 2. List of key government officials and government (or state related agencies) agencies related to anti-corruption work;**
 - a. Names, contact details, brief description on their role, position, and activities.
- 3. List of anti-corruption key players and activities in the private sector;**
 - a. Names, contact details, brief description on their role, position, and activities.
 - b. List current organized anti-corruption activities based around businesses.
- 4. Produce a final mapping report and a stakeholders map;**
 - a. Mapping report: The report should aim at identifying key stakeholders in the fields of integrity, transparency, and anti-corruption according to their levels of participation, interest, and influence in these fields; and determining how best to involve them and engage with them.
 - b. Stakeholders Map: A visual representation of the stakeholders and their connections/relationships with each other.

The total period of the provision of service is 15 working days and is expected to start on 21 November to 21 December 2022. The results are to be provided in two instalments, each with at least 20 entities or individuals assessed. The first instalment will be delivered after 7 consultancy

days and the final delivery upon completion. Delays must be notified in advance before the due dates and mutually agreed.

The consultant shall work in close cooperation with the project team at TI-Secretariat and seek feedback to ensure deliverables are developed according to organisational standards and policies. The consultant will prepare and discuss the suggested approach with the TI Secretariat. A feedback loop will be built in to allow the TI Secretariat to review the deliverables under this consultancy.

All submissions are required in English, in electronic form, in accordance with the deadlines. The Consultant is responsible for editing and quality control of language. The TI secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

5. Selection Criteria

The Consultant should have the following qualifications:

- Substantive and demonstrable experience in stakeholders' mapping and analysis
- Experience in working across cultures
- Excellent networking, communication, and interpersonal skills
- Experience of working in the MENA and particularly in Iraq (an advantage);
- Experience of working with clients in civil society, particularly advocacy-oriented NGOs;
- Fluency in Arabic and English (written/spoken);
- Fluency in Kurdish (written/spoken) (an advantage)

6. Remuneration and Cost

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates.

For candidates based in the EU, EEA, UK, and Switzerland

Transparency International e.V. is registered as a Business Entity in Germany with VAT identification number DE273612486. EU reverse charge applies. Service providers should issue invoices with zero VAT.

Consultants who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

7. Application Submission

The application should include the following documents in English:

- Letter describing your motivation and qualifications for the assignment;
- Curriculum vitae of key personnel involved in undertaking the assignment;
- A cost estimate of the above-mentioned services and outputs;
- A short overview of how the work will be approached, which methods will be used;

- Two examples of and references to other similar work that has been undertaken previously (if available);

Applicants must also state their nationality in their tenders and provide the usual proof of nationality under their national legislation. This allows us to ensure that we comply with the European Commission procurement rules, in particular the rule of nationality. See “selection criteria” above.

Please email your application package in English by close of business on 30 October 2022 to Stakeholders@transparency.org. Please indicate “Stakeholder Mapping – Iraq” in the subject line of your email application.

Please note that only shortlisted applicants will be contacted.

The Transparency International Secretariat is committed to creating an inclusive work environment where diversity is valued and where there is equality of opportunity. We actively seek a diverse applicant pool and therefore welcome applications from qualified candidates of all regions, countries, cultures, and backgrounds.

Selection of candidates is made on a competitive basis, and we do not discriminate on the basis of national origin, race, colour or ethnic background, religious belief, sex, gender identity and expression or sexual orientation, marital or family status, age, or ability. We kindly ask applicants to refrain from including in their application information relating to the above as well as from attaching photos.

Data protection

When you respond to this tender and submit your application, you provide consent that Transparency International e. V. keeps your application materials for the period of ten years according to German legal requirements. Afterwards Transparency International will delete your application and any personal data included in it. If you have any questions, please reach out to dataprotection@transparency.org.

8. Guidelines for handling overhead and travel expenses

Overhead

Regular overhead expenses associated with the Consultants maintaining their place of business, such as rent, telephone, utilities, or stationery, are included in the Consultant's professional fee, except where explicitly agreed otherwise in the contract.

Travel

Travel and accommodation expenses will as far as possible, and where applicable, be recovered from the institutions and companies hosting events or using the outputs provided by the Consultant.

Where such cost recovery is not possible, all travel is subject to prior approval by TI-S staff responsible for the financial management of the Project or TI Budget Line that will support the costs of travel. TI shall not issue travel advances to the Consultants. For accommodation or travel by air, rail, or coach, they will instead have to contact TI-S that will make travel arrangements on the Consultant's behalf.

All travel booked by TI-S will include **travel health and accident insurance** with worldwide coverage and Economy class only; accommodation will aim to achieve best value for money up to a 4-star category.

Consultants shall be entitled to invoice TI-S **only** for local transportation and visa cost (if applicable).

Subsistence allowance (per diems) and expenses for individual meals cannot be claimed. These are part of Consultant's business expenses.