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Terms of Reference (TOR)

Promoting partnerships between the Government & Civil Society in the field of human rights

Trainer in Monitoring and Evaluation (M&E)

About Al-Amal

The Iraqi Al-Amal Association is a non-governmental, developmental, non-partisan, and non-profit organization founded in 1992 amidst the dire circumstances following the Gulf War. Its mission is to alleviate the suffering of the Iraqi people and establish a just and democratic society in Iraq. The association began its work in the Kurdistan region and, in May 2003, opened its main office in Baghdad, expanding its activities and services throughout Iraq.

Currently, the association focuses on human rights, including advocacy on freedoms and fundamental rights, support for human rights defenders, women's rights—encompassing equality, empowerment, and addressing violence against women and domestic violence—and peacebuilding, which includes peace studies, dialogue, community participation, and reconciliation.

The association aims to encourage a civil society movement that partners in policymaking and implementation to achieve social justice. This is pursued through rehabilitation, raising social awareness, and ensuring peace, human rights, and sustainable development in Iraq. The association is committed to fostering a spirit of volunteerism among citizens, working with civil society organizations based on the principles of citizenship and equality. It implements its projects and activities while offering services to the community without discrimination. Simultaneously, it seeks to instill these principles in the foundation of the new Iraqi state. Al-Amal adheres to credibility, transparency, accountability, and responsibility in its activities and interactions, both internally and externally, while striving to apply these principles to state authorities and other civil society organizations.

About the Project

In 2021, the Iraqi Cabinet approved the Five-Year National Human Rights Action Plan, focusing on governmental reforms in human rights. This plan aims to align national legislation with international human rights standards, strengthen national policies to protect human rights, and build human rights capacity within governmental institutions. Developed by the Ministry of Justice's Human Rights Department, the plan identified the Iraqi Al-Amal Association as the civil society representative during the joint implementation declaration in July 2021.

However, the plan presents core challenges, including its ambitious and broad nature, lack of clarity in certain aspects, and the need for a clear monitoring and evaluation mechanism. At the same time, the plan incorporates most international and civil society recommendations on human rights and calls for reforms in legal frameworks, policies, procedures, and governmental practices. It positions civil society as a strategic partner in implementation, presenting a unique opportunity to leverage governmental reforms and drive meaningful changes to enhance human rights in Iraq.

This project addresses the need for effective civil society participation in advancing human rights reforms in Iraq. It aims to overcome challenges hindering civil society engagement and foster sustainable partnerships between government officials and civil society organizations. Through capacity-building for 24 civil society organizations and 60 government officials, the project seeks to facilitate the joint implementation and monitoring of the National Human Rights Action Plan, contributing to sustainable and impactful reforms. The project will span 30 months, concluding on March 31, 2026.

Background

Al-Amal Association is implementing a project aimed at enhancing the capacities of 22 Iraqi CSOs to effectively participate in governmental Human Rights reforms. A critical component of this initiative is the National Action Plan for Human Rights (HR-NAP), which requires stronger civil society participation to ensure its successful implementation. Through this project, we aim to address constraints to civil society engagement, foster networking among CSOs by forming a coalition, and build their capacities in advocacy, community mobilization, and active participation in human rights reforms.

ASSIGNMENT OBJECTIVE

The purpose of the training is to strengthen participants' theoretical understanding and practical application of M&E systems to improve the effectiveness, accountability, and learning within their organizations. Specifically, the assignment seeks to:

1. Equip participants with the knowledge and tools necessary to develop results-based M&E frameworks aligned with project objectives and donor requirements.
2. Enhance participants' capacity to design and use performance indicators, data collection tools, and monitoring plans to track progress and outcomes effectively.
3. Build participants' ability to analyze, interpret, and report data in a way that informs decision-making and adaptive management.
4. Foster a learning-oriented culture within CSOs that integrates M&E as a core component of program design, implementation, and reporting.

By the end of the training, participants are expected to demonstrate improved competencies in M&E planning, data management, and evidence-based reporting, contributing to more impactful and sustainable programming.

TIMELINE

Task	Schedule
Introductory Meeting with the Association Team	19 November 2025
Submission of work plan and initial session structure	21 November 2025
Delivery of the Four-Day M&E Training to 22 CSOs in Erbil.	5 – 8 November 2025
Collect post-training feedback	5 – 8 November 2025
Post-Training Report Submission	By 12 November 2025

EXPERT PROFILE

- Advanced university degree in Social Sciences, Development Studies, Project Management, Statistics, or a related field.
 - Minimum of 5 years of professional experience in Monitoring and Evaluation, including developing M&E frameworks, indicators, and data collection tools.
 - Proven experience in delivering training or technical assistance to CSOs, NGOs, or governmental institutions, preferably in Iraq or the wider MENA region.
 - Strong knowledge of results-based management (RBM), logical frameworks, theory of change, and participatory M&E approaches.
 - Strong **facilitation and communication skills**, with the ability to engage diverse groups of participants effectively..
 - **Fluency** in Arabic (**required**), Proficiency in English is desirable for reporting purposes.
 - Familiarity with donor-funded project requirements and reporting standards is highly desirable.
 - **Previous experience** working with international organizations, NGOs, or similar initiatives in the MENA region is an advantage.
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APPLICATION SUBMISSION REQUIREMENTS

- **Curriculum Vitae** (CV), highlighting relevant professional experience, training expertise, and previous assignments in Monitoring and Evaluation (M&E) or capacity-building programs.
 - A **proposal** outlining the timeline, methodologies, and expected outcomes of the training program. The proposal should demonstrate the trainer's approach to achieving the objectives outlined in the TOR.
 - At least **two examples** of previous training or consultancy assignments that are similar in nature to this one, with a focus on human rights initiatives and capacity building for CSOs.
 - A detailed **financial proposal**, including daily rates for the consultancy.
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APPLICATION PROCESS

To apply, please send the following documents via email to Jobs@iraqi-alamal.org

no later than **October 17**, a technical proposal (not exceeding two pages or approximately 600 words) that includes a description of the training material and a financial offer covering only the required working days—four days in total, including the workshop, preparation, writing, and follow-up. (All logistical requirements will be provided by the association.) An updated CV highlighting the applicant's experience relevant to the topics of this mission.

Application Deadline **17 October 2025**