

Date of Publication 16 November 2025

Terms of Reference (TOR)

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

Mid-Term Outcome Harvesting Study

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

The project aims to strengthen the role of civil society organizations (CSOs) in supporting the implementation of the Human Rights National Action Plan (HR-NAP) in Iraq through advocacy, dialogue, and partnership with government institutions. To ensure evidence-based learning and adaptive management, a **Mid-Term Outcome Harvesting (OH) Study** will be conducted to assess the emerging outcomes of the project and their contribution to the intended objectives.

Outcome Harvesting is a participatory and utilization-focused evaluation approach designed to identify, verify, and analyze changes (outcomes) influenced by a project, whether intended or unintended, positive or negative. This study will help the project team and partners reflect on achievements to date, adjust strategies, and strengthen ongoing interventions.

ASSIGNMENT OBJECTIVE

The objective of this assignment is to conduct a **Mid-Term Outcome Harvesting Study** to assess the progress, effectiveness, and emerging results of the project. The consultant will document and analyze the outcomes achieved to date—**intended and unintended, positive and negative**

- Identify, verify, and document key outcomes that have emerged during the first half of implementation.
- Analyze how and to what extent project activities contributed to these outcomes.
- Facilitate a **two-day participatory workshop in Baghdad** with project staff and key participants to validate harvested outcomes and generate collective learning.
- Provide practical, evidence-based recommendations to inform adaptive management for the remaining implementation period.

Scope of Work and Key Tasks

The consultant will be responsible for designing and implementing both the **Mid-Term Outcome Harvesting Study** using a combination of online and offline data collection and participatory methods. Project staff and key participants will be actively integrated throughout the process to ensure collective learning and validation of results.

- Review all relevant project documents, including the project proposal, Theory of Change, monitoring data, progress reports, activity documentation, and contextual materials.
- Design appropriate Outcome Harvesting tools and data collection instruments.
- Develop an OH workplan aligned with the project timeline.
- Conduct online and offline interviews, focus group discussions, and consultations with project staff, CSO partners, government counterparts, and other key stakeholders.
- Collect evidence of observed changes, including intended and unintended, positive and negative outcomes.
- Prepare and facilitate a participatory Outcome Harvesting workshop with project staff and key participants.
- Guide participants in identifying, refining, and validating harvested outcomes.
- Consolidate input from workshop sessions into the OH analysis.

- Analyze the harvested outcomes using standard OH steps (design, review, harvest, substantiate, analyze, support use).
- Assess the degree of project contribution to each identified outcome.
- Identify emerging patterns, gaps, challenges, and opportunities for improvement.
- Prepare a comprehensive report summarizing key outcomes, evidence, contribution pathways, findings, and recommendations for adaptive management during the remaining project period.

Duration and Level of Effort

The consultancy will cover both the **Mid-Term Outcome Harvesting Study** and the **Final External Evaluation**, implemented over the course of the project period.

Mid-Term Outcome Harvesting Study

The Mid-Term OH Study will be conducted over an estimated 15 days from the date of contract signing.

Activity	Estimated Working Days
Inception phase: desk review, methodological design, and inception report	2 days
Data collection (interviews, focus groups, online consultations)	5 days
Facilitation of a two-day workshop in Baghdad (preparation, delivery, and documentation)	2 days
Data analysis and drafting of the Outcome Harvesting Report	5 days
Review, validation, and finalization of the report, including presentation	1 day
Total Estimated Level of Effort	15 working days

EXPERT PROFILE

The consultant is expected to possess strong technical expertise in evaluation and learning processes, with a proven record of applying **Outcome Harvesting** and other participatory methodologies in complex development contexts.

Required Qualifications and Experience

- Advanced university degree (Master's or equivalent) in **Monitoring and Evaluation, Social Sciences, Development Studies, Public Administration**, or a related field.
- Minimum **7 years of progressive experience** in evaluation, learning, or research within development or humanitarian projects.

- Demonstrated experience in designing and conducting **Outcome Harvesting studies**, learning reviews, or adaptive management evaluations.
- Proven ability to facilitate **multi-stakeholder participatory workshops** and lead reflective learning sessions.
- Strong analytical, qualitative research, and report-writing skills.
- Experience working with **civil society organizations, networks, or coalitions** in governance, human rights, or advocacy fields.
- Familiarity with the **Iraqi or MENA regional context** is an advantage.
- **Skills and Competencies:**
 - Excellent communication and facilitation skills.
 - Strong ability to synthesize complex information and present findings clearly and effectively.
 - Proficiency in English; knowledge of Arabic is an asset.
 - High ethical standards, respect for confidentiality, and sensitivity to cultural and political contexts.

APPLICATION SUBMISSION REQUIREMENTS

Interested and qualified consultants or evaluation firms are invited to submit a complete application package that includes the following:

1. **Technical Proposal** (maximum 5 pages)
 - Demonstration of understanding of the assignment objectives and scope.
 - Detailed description of the proposed methodology for the Mid-Term Outcome Harvesting Study and the Final External Evaluation.
 - Draft workplan and timeline outlining key phases and deliverables.
 - Any anticipated challenges and proposed mitigation strategies.
2. **Financial Proposal**
 - Detailed budget including professional daily rate(s), number of days, and any additional costs (e.g., travel, logistics).
 - All costs should be presented in **USD** and must include all applicable taxes.
3. **Curriculum Vitae (CV) or Firm Profile**
 - Updated CV(s) of the consultant or proposed team members highlighting relevant experience in evaluation, Outcome Harvesting, participatory research, and report writing.
 - For firms: specify team composition and roles.
4. **Relevant Work Samples**
 - At least **two samples** of similar assignments (Outcome Harvesting reports, mid-term evaluations, final evaluations, or learning reviews).
5. **References**
 - Contact information for at least **two professional references** who can verify the consultant's previous evaluation work.

APPLICATION PROCESS

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

Email subject line:

“Application – Mid-Term Outcome Harvesting “
Application Deadline **25 November 2025**