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Terms of Reference (TOR)

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

Mid-Term Outcome Harvesting Study & Final External Evaluation

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 civil society participation and improve collaboration between governmental institutions and local organizations to advance the implementation of the Human Rights National Action Plan (HR-NAP) in Iraq. Through capacity-building, advocacy, and partnership initiatives, the project works to enhance accountability, policy engagement, and the effectiveness of civil society organizations (CSOs) in promoting human rights.

To ensure learning, accountability, and adaptive management, the project will commission two key evaluative exercises:

- A Mid-Term Outcome Harvesting (OH) Study; and
- A Final External Evaluation.

A contracted consultant will lead a combination of online and offline methods to document the achieved outcomes, both intended and unintended, positive and negative. Project staff and key participants will be actively involved in both studies to ensure participatory learning, validation, and ownership of the results.

A two-day workshop in Baghdad will be held **during the Mid-Term phase** to generate input, validate findings, and reflect on progress toward intended outcomes.

ASSIGNMENT OBJECTIVE

The objective of this assignment is to conduct a **Mid-Term Outcome Harvesting Study** and a **Final External Evaluation** 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**—and evaluate the overall performance of the project at its conclusion.

1. Mid-Term Outcome Harvesting Study

- 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.

2. Final External Evaluation

- Assess the project's relevance, effectiveness, efficiency, sustainability, and impact at the end of the project cycle.
- Review the project's achievements against planned objectives, indicators, and expected results.
- Examine challenges, lessons learned, and best practices to inform future programming.
- Produce a comprehensive Final Evaluation Report that meets donor standards and supports organizational learning.

Scope of Work and Key Tasks

The consultant will be responsible for designing and implementing both the **Mid-Term Outcome Harvesting Study** and the **Final External Evaluation** 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.

A. Mid-Term Outcome Harvesting Study

1. **Desk Review**
 - Review all relevant project documents, including the project proposal, Theory of Change, monitoring data, progress reports, activity documentation, and contextual materials.
2. **Methodology and Tools Development**
 - Design appropriate Outcome Harvesting tools and data collection instruments.
 - Develop an OH workplan aligned with the project timeline.
3. **Data Collection**
 - 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.
4. **Two-Day Participatory Workshop in Baghdad**
 - 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.
5. **Outcome Analysis and Contribution Assessment**
 - 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.
6. **Mid-Term Outcome Harvesting Report**
 - Prepare a comprehensive report summarizing key outcomes, evidence, contribution pathways, findings, and recommendations for adaptive management during the remaining project period.

B. Final External Evaluation

1. **Evaluation Design**
 - Develop a mixed-methods evaluation framework aligned with OECD-DAC criteria (relevance, effectiveness, efficiency, sustainability, and impact).
2. **Data Collection**
 - Conduct remote and in-person interviews, focus groups, surveys, and desk reviews to assess overall project performance.
 - Ensure inclusion of diverse project participants across focal governorates.
3. **Analysis and Validation**
 - Triangulate evidence from multiple sources to ensure accuracy and credibility.

- Share preliminary findings with the project team for feedback and validation.
- 4. **Final Evaluation Report**
 - Prepare a comprehensive external evaluation report outlining achievements, challenges, lessons learned, and recommendations for future programming.
 - Provide a comparative analysis between planned and actual results.
- 5. **Presentation of Findings**
 - Develop a PowerPoint presentation summarizing key evaluation findings.
 - Present final results to the project team, partners, and relevant stakeholders.

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 six (6) weeks from the date of contract signing.

Activity	Estimated Working Days
Inception phase: desk review, methodological design, and inception report	4–5 days
Data collection (interviews, focus groups, online consultations)	6–7 days
Facilitation of a two-day workshop in Baghdad (preparation, delivery, and documentation)	3–4 days
Data analysis and drafting of the Outcome Harvesting Report	5–6 days
Review, validation, and finalization of the report, including presentation	2–3 days
Total Estimated Level of Effort	20–25 working days

Final External Evaluation

The Final External Evaluation will be conducted during the **last quarter of the project**, with an estimated LoE of **15–20 working days**, depending on scope and data availability.

Activity	Estimated Working Days
Evaluation design and tool development	3–4 days
Data collection (remote and in-person)	6–7 days

Data analysis and drafting of the Final Evaluation Report	4–5 days
Finalization of the report and presentation	2–3 days
Total Estimated Level of Effort	15–20 working days

The consultant is expected to carry out most of the preparatory and analytical work remotely, while key participatory activities (such as the validation workshop) will be conducted in Baghdad. All deliverables should be submitted within the agreed timeline and in coordination with the project's M&E team.

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.
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APPLICATION PROCESS

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

No later than November **25**, 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 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.

Email subject line:

"Application – Mid-Term Outcome Harvesting & Final External Evaluation

Application Deadline 25 November 2025