

Re-Advertisement - Tender Document

Tender No: IRI2025-0018 (R) MSME Project Impact Assessment & Evaluation	رقم المناقصة: IRI2025-0018 (R) MSME Project Impact Assessment & Evaluation
Date: 05 November 2025	التاريخ: 05 تشرين الثاني 2025
Location: ThiQar & Halabja	الموقع: محافظة ذي قار و حلبجة
Project Name: Supporting a Resilient Economic Recovery by Strengthening Micro Small and Medium Enterprises (MSMEs) and Creating Job Opportunities for Young Graduates in Iraq	أسم المشروع: دعم التعافي الاقتصادي المرن من خلال تعزيز المشاريع الصغيرة والمتوسطة الحجم وخلق فرص العمل للخريجين الشباب 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: IRI2025-0018 (R) MSME Project Impact Assessment & Evaluation

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،

IRI2025- IRI2025-0018 (R) MSME Project Impact " Assessment & Evaluation " يسر الإغاثة الإسلامية عبر العالم- العراق أن تدعوكم للمشاركة في مناقصة " Assessment & Evaluation " 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. او 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 او الارسل عبر البريد الإلكتروني أعلاه.

تفضلوا بقبول فائق الاحترام،
لجنة المشتريات



(Handwritten signature)

1 SUBMISSION OF QUOTATIONS

The quotation must be submitted in a sealed envelope labeled with your company name and the reference **IRI2025-0018 (R) MSME Project Impact Assessment & Evaluation**. It can be dropped off in Erbil's office, in villa #R2-70 in New Azadi, 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 **IRI2025-0018 (R) MSME Project Impact Assessment & Evaluation** في مكتب أربيل في فيلا #R2-70 في آزادي نوي، 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	05 November 2025
2	Deadline for requesting any clarifications from Islamic Relief Worldwide - Iraq via email address: tendering@ir-iraq.org	09 November 2025
3	Closing date and time for receipt of quotations	12 November 2025 04:00 PM Baghdad Local time

2 الجداول الزمنية

رقم	المعلومات	التاريخ
1	اعلان المناقصة	05 تشرين الثاني 2025
2	الموعد النهائي لطلب أي توضيحات من الإغاثة الإسلامية عبر العالم - العراق عن طريق البريد الإلكتروني: tendering@ir-iraq.org	09 تشرين الثاني 2025
3	تاريخ إغلاق المناقصة ووقت استلام العطاء	12 تشرين الثاني 2025 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 قليلا 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 (**بختم الشركة**) على جميع وثائق المناقصة التي ختمت الإغاثة الإسلامية عبر العالم - العراق وملء الثمن جيدا 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:

قائمة المراجع Reference List

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			

مدة الانجاز Delivery lead time

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.	8. القلم التصحيح أو العروض غير المكتملة أو العروض التي لا تتوافق مع أي من شروط العطاء لدينا لن ينظر فيها.
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.	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 التطوي 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 لصاحب الشركة

Company Name:

: اسم الشركة

Signature:

: التوقيع

Date & Time:

: التاريخ والوقت

Contact Number / Address and phone number

: العنوان ورقم الهاتف

Company Stamp

: ختم الشركة



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Terms of Reference (ToR)

External Final Project Evaluation

Supporting a Resilient Economic Recovery by Strengthening Micro Small and Medium Enterprises (MSMEs) and Creating Job Opportunities for Young Graduates in Iraq.

1. Introduction and Background

1.1. About IRW, Iraq

Islamic Relief Worldwide – Iraq (IRW Iraq) is a faith-based humanitarian and development organization fully committed to humanitarian principles and standards. Rooted in Islamic values, its identity, culture, and approach to service are guided by the teachings of Islam, which emphasize that poverty, vulnerability, inequality, and injustice are not inevitable.

1.1.1. Our Purpose

Islamic Relief exists to assist people in need through lifesaving humanitarian relief and long-term development support. We work closely with communities to address the root causes of poverty and vulnerability, driven by our faith and a strong commitment to dignity, justice, and compassion.

1.1.2. Our Presence in Iraq

Islamic Relief has been operational in Iraq since 2003, remaining on the ground during and after major conflicts, including the 2003 war. As one of the few international organizations to maintain operations during periods of insecurity, IRW Iraq has played a vital role in humanitarian response and recovery. Over the past five years, the organization has supported more than 1.3 million women, men, and children through lifesaving and life-changing interventions, with a financial portfolio exceeding USD 20.5 million.

1.1.3. Our Commitment

IRW Iraq is dedicated to serving vulnerable populations in hard-to-reach and crisis-affected areas across Iraq. The organization focuses on building community resilience and promoting sustainable, inclusive development. Its programming covers a wide range of sectors, including education, livelihoods, WASH, climate change adaptation, women's empowerment, gender-based violence (GBV) prevention and response, agriculture, humanitarian assistance, seasonal interventions, and orphan sponsorship. IRW Iraq works in close partnership with the Government of Iraq, civil society, and local communities to ensure sustainable impact and lasting positive change.

1.2 Evaluation Context

1.2.1. Political and Socio-Economic Context in Iraq

Iraq continues to experience political instability, weak governance, and economic challenges that hinder inclusive recovery. Around 29% of the population lives below the poverty line, while unemployment remains high—particularly among women (32.8%) and youth (27%). The country's dependence on oil, which contributes 58% of



**Islamic Relief
Worldwide- Iraq**

Phone: +964 (0) 7502007915
email: info@ir-iraq.org

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

www.islamic-relief.org

Charity Registration:
Baghdad 287830 / Erbil 1175-F

GDP but employs only 1% of the population, highlights structural weaknesses. SMEs and small businesses struggle to access finance, face bureaucratic barriers, and operate within fragile market systems, while gender inequality and limited women's economic participation persist.

1.2.2. Local Context in Thi Qar

Thi Qar Governorate, home to over 1.5 million people, relies heavily on agriculture, employing nearly 40% of the population—especially in date farming. However, the area faces serious environmental challenges, including rising temperatures (+1.5°C), declining rainfall (–15%), and frequent droughts that have driven rural-to-urban migration. In addition, weak infrastructure, complex bureaucratic procedures, and limited access to finance and markets constrain small business growth. Persistent insecurity and competition with larger firms further reduce opportunities for entrepreneurs, especially women and youth.

1.2.3. Local Context in Halabja

Halabja, located in the Kurdistan Region of Iraq, faces high unemployment—particularly among recent graduates—with limited opportunities for SMEs and start-ups. The region suffers from restricted access to finance, a shortage of skilled labor, and inadequate vocational training. Infrastructure and market linkages remain underdeveloped, while regulatory barriers and limited private investment hinder business expansion. Nevertheless, there are emerging opportunities in agriculture, manufacturing, crafts, and tourism. Strengthening SME development in Halabja requires collaboration among government institutions, financial actors, and educational institutions to improve access to finance, skills, and market competitiveness.

2. PURPOSE OF THE EVALUATION

The Project has been implemented for 24 months (January 2024 - December 2025). This end of project evaluation focuses on the entire implementation period. The evaluation is forward looking and will capture effectively lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the project. The evaluation will assess the project design, scope, implementation status and the capacity to achieve the project objectives. It will collate and analyze lessons learnt, challenges faced, and best practices obtained during implementation which will inform the future programming.

The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning. It will assess the performance of the project against planned results. The evaluation will assess the preliminary indications of potential impact and sustainability of results including the contribution to youth employment and access to jobs and achievement of sustainable development goals. The results of the evaluation will draw lessons that will inform the key stakeholders of this evaluation. The evaluation will generate knowledge from the implementation of the project by the various implementing partners in collaboration with IRW-Iraq and reflect on challenges; lessons learnt and propose actionable recommendations for future programming.



3. Project Background and Context:

The project is designed to enhance the resilience of communities facing climate change risks through a comprehensive and multi-faceted strategy. Comprising two components, the initiative aims to address the vulnerabilities of Thi Qar and Halabja governorates in Iraq.

Component I focuses on bolstering the employability of university graduates in these regions by implementing apprenticeship programs and distributing business toolkits to 250 youths. This not only contributes to youth employment but also stimulates economic development in the targeted areas. Meanwhile, Component II is dedicated to fostering economic growth, specifically within Micro, Small, and Medium Enterprises (MSMEs). It involves providing skills development and business toolkits to enhance and expand existing businesses.

By adopting this holistic approach, the project empowers vulnerable households in Thi Qar and Halabja by augmenting their skills, offering essential resources, and fostering climate resilience. Beyond improving economic well-being, the initiative contributes to the overall sustainability and resilience of communities in the face of climate change challenges.

The project's methodology is characterized by its participatory and gender-sensitive nature, aiming to provide opportunities for 40% of young girls to enhance their skills and livelihoods. Engagement with diverse stakeholders, including community leaders, organizations, the Chamber of Commerce, the Directorate of Labor and Social Affairs (DoLSA), universities, and the private sector, underscore the project's commitment to a unified front against the impacts of climate change.

To ensure the project's success, rigorous evaluation mechanisms have been put in place. These include assessing the impact of training programs, tracking the progress of rightsholders in both youth and SME segments, and evaluating the overall effectiveness of interventions. These evaluation tools are instrumental in promoting accountability, transparency, and continuous improvement, thereby enhancing the project's long-term sustainability and impact.

The geographical scope of the project spans Thi Qar governorate and Halabja governorates in Iraq, where it aims to support directly 4,440 and indirectly 26,880 individuals (40% women, 60% men, including 40% youths) through MSMEs and entrepreneurship. The project's gender transformative approach seeks to provide women-specific opportunities for skills enhancement and livelihood improvement, contributing to a resilient economic recovery.

Given the unique challenges faced by Iraq, including vulnerability to climate breakdown, political instability, security concerns, and economic difficulties, strengthening MSMEs and creating job opportunities for young graduates is a critical undertaking. Addressing these challenges is imperative for sustainable economic growth and stability in the region.

3.1. Specific Programme Objectives

The project aims to empower vulnerable youth and local communities in Thi Qar and Halabja governorates by enhancing their employability, entrepreneurial skills, and business capacities, ultimately contributing to sustainable livelihoods and inclusive economic growth.



The project seeks to create context-based livelihood opportunities through apprenticeship programmes, capacity building, coaching, and the provision of business and start-up toolkits. It focuses on improving access to decent work opportunities and promoting economic self-reliance, especially for young women and men from highly vulnerable households.

The overall objective of the project is to promote inclusive, gender-responsive, and climate-resilient economic development by increasing employment prospects for university graduates, strengthening the capacities of entrepreneurs and MSME owners, and fostering a more dynamic and sustainable private sector in Thi Qar and Halabja governorates.

4. Objectives of the Evaluation

The overall objective of this evaluation is to assess the project's performance and results, generate lessons learned, and provide recommendations for future livelihood programming. The specific sub-objectives are as follows:

- **Assess**, in an evidence-based manner, the impact, effectiveness, and efficiency of the project's components and implementation strategies—particularly the apprenticeship programme, business toolkit distribution, and MSME capacity-building activities—against the project's stated objectives and intended outcomes.
- **Evaluate the relevance** of the project's design and approach in addressing the employment and livelihood needs of vulnerable youth and MSME owners in Thi Qar and Halabja governorates.
- **Examine IRW Iraq's added value**, including the organization's comparative advantage, partnership approach, and contribution to strengthening local capacities and systems within the targeted communities.
- **Analyze the sustainability and potential impact** of project outcomes by reviewing local ownership, institutional partnerships (e.g., with MoLSA/DoLSA, universities, the Chamber of Commerce, and private sector actors), and the likelihood of continuation or replication beyond the project's life cycle.
- **Assess the integration of cross-cutting themes**, including gender equality, women's empowerment, inclusion of vulnerable groups, and environmental sustainability, and determine how these considerations were incorporated into project design, implementation, and results.
- **Identify key successes, challenges, and lessons learned**, and provide actionable recommendations to strengthen the design and delivery of future interventions focused on youth employability, entrepreneurship, and economic empowerment in Iraq.
- **Highlight opportunities for replication or scale-up** of successful approaches and models in other contexts or regions.

5. METHODOLOGY

5.1. Workplan Development

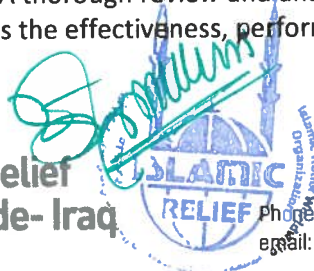
The external evaluators will develop a comprehensive work plan outlining the scope of the evaluation and the proposed sampling approach, focusing on Thi Qar and Halabja governorates, where IRW Iraq implemented the project interventions.

This plan will guide the evaluation process and outline the methodology, including:

- **Data Sources:** A thorough review and analysis of project documents, reports, monitoring data, and partner inputs to assess the effectiveness, performance, and overall achievements of the project's objectives.



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email: info@ir-iraq.org

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Baghdad 287830 / Erbil 1175-F

- **Stakeholder Engagement:** Consultations with project beneficiaries (youth apprentices, entrepreneurs, and MSME owners), implementing partners, government stakeholders (MoLSA, Chamber of Commerce, universities), and IRW Iraq programme staff to ensure a comprehensive and inclusive evaluation.
- **Data Triangulation:** Integration of both quantitative and qualitative data from multiple sources, including surveys, focus group discussions (FGDs), key informant interviews (KIIs), and document reviews to strengthen the validity of findings and inform actionable recommendations.

5.2. Methodology Proposal

The evaluator will propose a methodology that ensures robust evidence collection, including a detailed sampling design based on a review of project documents and aligned with the project's goals and objectives.

This will include:

- **Inception Report:** The evaluator will submit an inception report, including the finalized workplan, detailed methodology, and reporting timelines, for approval prior to data collection.
- **Adaptation for Contextual Changes:** If contextual challenges arise (e.g., security or access issues), the evaluator will adapt the evaluation approach as necessary, such as by conducting remote KIIs or desk reviews.
- **Team Composition:** The evaluation team will include both local and international experts with experience in livelihoods, youth employability, and private-sector engagement, ensuring both contextual understanding and technical rigor.

5.3. Participant Consent and Confidentiality

The evaluation team will adhere to ethical research standards by ensuring:

- **Voluntary Participation:** All participants will be informed that participation is voluntary, and there will be no negative consequences for non-participation.
- **Informed Consent:** The team will obtain informed consent from all participants, clearly explaining the purpose, process, and use of collected information.
- **Anonymity and Confidentiality:** All collected data will be treated with strict confidentiality. Personal identifiers will be removed, and secure data management systems will be used to protect sensitive information.

6. Evaluation Criteria

The final evaluation will assess the project's overall performance and achievements in promoting youth employability, entrepreneurship, and MSME development in Thi Qar and Halabja governorates. The evaluation will be guided by the following five standard criteria:

1. Relevance

- Assess the extent to which the project's objectives, design, and implementation align with the needs and priorities of youth, entrepreneurs, and MSME owners in Thi Qar and Halabja governorates.



- Examine how well the project addressed economic and social challenges faced by vulnerable youth and women.
- Evaluate alignment with national and local development strategies (e.g., MoLSA, Chamber of Commerce), and responsiveness to gender and climate priorities.
- Evaluate whether inputs and strategies were realistic, appropriate, and sufficient to achieve the results.
- Key Questions:
 - To what extent did the project achieve its overall objectives?
 - What progress has been made towards achieving outputs and outcomes?

2. Effectiveness

- Measure the extent to which the project achieved its intended outcomes, including employability of university graduates, enhanced business skills among MSME owners, and improved access to livelihoods through apprenticeship programs and toolkits.
- Assess the effectiveness of specific interventions, such as capacity-building, coaching, mentoring, and partnerships with private sector actors.
- Evaluate outreach efforts, particularly increasing female participation and promoting gender equity.
- Key Questions:
 - Was the project effective in delivering the planned results?
 - How effective were the strategies and tools used in implementation?

3. Efficiency

- Analyze how efficiently the project utilized financial, human, and material resources to achieve planned outputs and outcomes.
- Examine whether implementation adhered to the planned timeline and budget, and assess reasons for delays or deviations.
- Evaluate adequacy of project management, coordination, and monitoring mechanisms.
- Key Questions:
 - What are the strengths, weaknesses, opportunities, and threats of the implementation process?

4. Impact

- Determine the broader and long-term effects on beneficiaries, including employability, business performance, income levels, and overall economic well-being.
- Assess contributions to local economic growth, job creation, and resilience.
- Identify unintended positive or negative outcomes (social, environmental, gender-related).
- Key Questions:
 - To what extent are project benefits likely to be sustained after completion?
 - What changes (intended or unintended) did the project generate in beneficiaries' livelihoods?

5. Sustainability

- Assess the likelihood that project outcomes will be sustained beyond the project duration.
- Evaluate local ownership and institutional capacity, including government departments, private sector partners, and beneficiaries.
- Examine mechanisms and partnerships supporting continuity (mentorship, finance, business networks).
- Key Questions:
 - What recommendations can be drawn for future interventions?



6. Coherence

- Assess how well the project complemented or coordinated with other interventions in the sector or region (e.g., DoLSA, Universities, private sector (companies), INGOs, UN Agencies).

7. Data Collection, Analysis, and Cross-Cutting Themes

7.1 Data Collection Approach

The evaluation will employ a mixed-methods approach to ensure triangulation of data and evidence-based findings. Data collection should include a combination of quantitative and qualitative tools, enabling comprehensive coverage of the project's outcomes and lessons learned.

- **Quantitative Component (Survey):**

The evaluation should include a household or individual survey targeting project rightsholders. Based on a total of 715 direct beneficiaries, a statistically valid sample size of approximately 251 respondents (95% confidence level, 5% margin of error) is suggested. Enumerators should ensure gender and age balance across the two target governorates (Thi Qar and Halabja).

- **Qualitative Component (FGDs and KIIs):**

The evaluator is expected to propose and facilitate a range of Focus Group Discussions (6–10 FGDs) with youth, MSME owners, and women participants, and a range of Key Informant Interviews (15–25 KIIs) with relevant stakeholders such as local authorities, chambers of commerce, implementing partners, and training facilitators.

The final numbers and composition of FGDs and KIIs should be refined and justified in the evaluator's inception report.

- **Key Groups to Engage:**

- Beneficiary youth (male and female)
- MSME owners and entrepreneurs
- Apprenticeship trainers and host businesses
- Local government (e.g., MoLSA, DoLSA)
- Private sector and business associations
- IRW Iraq project staff and field partners

7.2 Analysis and Cross-Cutting Themes

- **Evidence-Based Answers:** Use both qualitative and quantitative methods to ensure robust findings.
- **Comparative Analysis:** Analyse differences between implementation strategies (e.g., apprenticeship, TVET, and MSME support) to identify most impactful approaches.
- **Cross-Cutting Themes:** Integrate gender equality, climate resilience, conflict sensitivity, and participant protection throughout.

Disaggregation: All data collected must be disaggregated by gender, age, and governorate to ensure inclusive and equitable analysis across project locations and participant groups.

7.1. Key Evaluation Questions:



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Worldwide- Iraq**



Phone: +964 (0) 7502007915
email: info@ir-iraq.org

International HQ: 19 Rea Street South
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www.islamic-relief.org

Charity Registration:
Baghdad 2B7830 / Erbil 1175-F

- How well did the project objectives align with the needs of vulnerable youth and MSME owners in Thi Qar and Halabja, particularly regarding employability, entrepreneurship, and climate-resilient livelihoods?
- To what extent did the apprenticeship programme and business toolkit interventions contribute to improved employment opportunities and business growth among targeted youth?
- How effective were the capacity-building, coaching, and mentorship activities in strengthening participants' technical, business management, and financial literacy skills?
- To what extent were women and girls effectively included in and benefited from project activities, and how did the project address gender-related barriers?
- How efficiently were financial, human, and material resources utilized, and were activities implemented according to the planned timeline and budget?
- What changes—intended or unintended—did the project generate in beneficiaries' income, business performance, employability, and market linkages?
- How has the project contributed to strengthening partnerships with government institutions (e.g., MoLSA), private sector actors, and the Chamber of Commerce, and to promoting local economic growth and climate resilience?
- To what extent are project outcomes likely to be sustained beyond the project duration, and what mechanisms (e.g., partnerships, business coaching, financial linkages) support sustainability?
- What lessons learned and best practices can be drawn to inform future livelihood and youth empowerment programming in Iraq?

8. Responsibilities of the Consultant

The consultant will be responsible for the comprehensive design, coordination, and execution of the evaluation, ensuring that all activities and deliverables align with IRW Iraq's expectations and the agreed-upon methodology and timeline. Specific responsibilities include:

- Develop, plan, and implement the evaluation framework in close coordination with IRW Iraq. This includes defining clear objectives, methodologies, sampling strategies, and timelines that respond to the project's specific context and information needs.
- Conduct key informant interviews, focus group discussions, and field visits with beneficiaries, community representatives, partners, and IRW Iraq staff to ensure that diverse perspectives and experiences are captured throughout the evaluation process.
- Ensure that all collected data is systematically organized, validated, and analyzed using appropriate qualitative and quantitative methods. The analysis should generate clear, evidence-based findings and actionable recommendations.
- Prepare and submit the evaluation report in alignment with the agreed structure and deadlines. This includes incorporating all feedback provided by IRW Iraq to finalize a comprehensive and high-quality report.
- Present the draft findings and initial conclusions to senior IRW Iraq staff including the Country Director, Head of Programmes, and relevant managers to facilitate discussion and gather feedback prior to report finalization.
- Ensure that all raw data, transcripts, and analysis files are submitted to IRW Iraq upon completion.
- Draft a concise report highlighting key lessons learned and good practices identified through the desk review and field evaluation, offering recommendations for future programming and operational improvement.



- Maintain regular communication with IRW Iraq and project partners to ensure smooth progress, alignment on expectations, and satisfactory delivery of all evaluation outputs.
- Attend briefings, validation meetings, and discussions (virtually or in person at the IRW Iraq Erbil Office) as required throughout the evaluation process.
- Where additional consultants or field researchers are engaged, provide oversight, quality assurance, and technical guidance to ensure that all outputs meet IRW Iraq's standards for accuracy, consistency, and professionalism.

9. Expected Outputs and Deliverables

The consultant is expected to deliver high-quality outputs that demonstrate analytical rigor, methodological soundness, and adherence to IRW Iraq's reporting standards and timelines.

Deliverable 1: Inception Report

An abbreviated inception report (not exceeding 20 pages, excluding annexes) will be submitted following the initial review of project documents and consultations with the project management team. The report will outline the proposed evaluation methodology, detailed work plan, and timelines for subsequent deliverables.

The inception report will include the following components:

- Demonstrate a clear understanding of the project's objectives, scope, and context, and articulate how each evaluation question will be addressed through the proposed design.
- Provide a detailed description of the evaluation design, data collection methods, sampling strategies, and analysis approaches, including any proposed revisions to the methodology outlined in the ToR.
- Specify the data required to answer each evaluation question, identifying data sources, tools, and methods. Emphasize the use of triangulation to strengthen data reliability and validity.
- Define criteria for selecting participants for interviews, FGDs, and surveys, ensuring gender balance and representation from diverse stakeholder groups, including beneficiaries, partners, and local authorities.
- Present a comprehensive schedule highlighting key milestones, activities, responsibilities, and deliverables throughout the evaluation process.
- Outline data collection procedures, including information on sources, tools (e.g., surveys, interviews, focus groups, document review), and techniques to be employed in the field.
- Describe in detail how collected data will be processed and analyzed to answer evaluation objectives, specifying the analytical methods and software (if applicable) to be used.
- Propose an agenda for a stakeholder validation workshop, identifying key discussion points, feedback mechanisms, and objectives of the session.
- Provide a preliminary structure for the final evaluation report, indicating key sections, data presentation formats, and expected content.
- Detail how ethical principles will be upheld, including informed consent, confidentiality, anonymity, and data protection measures in compliance with IRW standards.
- Outline how the evaluation findings, conclusions, and recommendations will be presented and shared with relevant stakeholders to maximize learning and utility.



Deliverable 2: Draft Evaluation Report

A first draft of the evaluation report, including an executive summary, key findings, and practical recommendations, shall be submitted to IRW Iraq within one week after the conclusion of data collection and interviews.

IRW Iraq will review the draft report and provide consolidated feedback within the agreed timeline.

Deliverable 3: Presentation of Draft Findings

Following the submission of the draft report, the evaluator will prepare and deliver a presentation summarizing key findings, conclusions, and recommendations.

The presentation will:

- Be used during the debriefing session with IRW Iraq senior management (including the Country Director, Head of Programmes, and relevant technical managers).
- Highlight the major outcomes, lessons learned, and recommendations for improvement.
- Use concise visual materials (e.g., PowerPoint) to ensure accessibility and clarity of the results.
- Serve as a platform for feedback and discussion prior to finalizing the report.

Deliverable 4: Final Evaluation Report

A final evaluation report will be submitted within one week of receiving consolidated feedback from IRW Iraq on the draft version. The final report must be submitted in English, in electronic format (Word or PDF), and should not exceed 20 pages (excluding annexes).

The report should adhere to the following structure:

1. Executive Summary (maximum 2 pages): Summarize the main findings, conclusions, and key recommendations.
2. Project Context and Description: Provide a concise overview of the project background, objectives, and target population.
3. Purpose and Scope of the Evaluation: Briefly describe the evaluation's objectives, scope, and key evaluation questions.
4. Methodology and Limitations: Present the methodology used, including data collection methods, sampling, and any limitations encountered.
5. Findings and Analysis: Present results according to the evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability), in addition to the usage of graphs, charts, and tables to effectively illustrate data.
6. Conclusions and Recommendations: Provide clear, evidence-based conclusions, and offer actionable and prioritized recommendations with a strong focus on program improvement and strategic learning.
7. Lessons Learned: Highlight broader insights and implications for future programming across IRW Iraq.



8. Disaggregated Data and Visualization: Include cleaned and disaggregated data (quantitative and qualitative), visualized where possible.
9. Scoring or Assessment Summary: Present the program's performance against the evaluation criteria.
10. Annexes
 - Terms of Reference (ToR)
 - List of stakeholders and groups consulted
 - Methodology and tools (questionnaires, interview guides, etc.)
 - Data sources and document review list
 - Data collection tools
 - Data analysis
 - Pictures/photos

The consultant will be responsible for coordinating and scheduling all meetings with relevant stakeholders during the evaluation process to ensure comprehensive coverage and validation of findings.

10. IRW Iraq Responsibilities

The IRW Iraq MEAL Coordinator/Officer from Country Office will be responsible for providing strategic oversight, coordination, and quality assurance throughout the evaluation process. Key responsibilities include:

- Review and approve the final evaluation plan, methodology, and data collection tools to ensure alignment with project objectives and IRW Iraq standards.
- Review the evaluation questions with the evaluation team and coordinate with relevant internal and external stakeholders as necessary.
- Provide the evaluator with all relevant programme documentation, reports, and data, as well as an initial briefing on the project scope, activities, and evaluation expectations.
- Monitor the application of the agreed methodology to ensure that the evaluation is conducted as planned, minimizing potential bias and ensuring data integrity.
- Review and provide initial feedback on the draft evaluation report, ensuring clarity, accuracy, and adherence to the Terms of Reference.
- Collect and consolidate comments from all key stakeholders and forward them to the evaluator for incorporation into the final report.
- Circulate the finalized evaluation report to relevant stakeholders and ensure that lessons learned are shared across departments and partners.
- Liaise with the Skills that Work project staff and other relevant teams as needed to facilitate data collection, interviews, and other evaluation activities.

The Project Team will play a key supporting role in facilitating smooth evaluation implementation through the following responsibilities:



- Provide the evaluator with all relevant project information, documents, reports, and contact lists necessary for the evaluation process.
- Support the evaluator in scheduling and organizing meetings, interviews, and focus group discussions with key stakeholders and beneficiaries as required.
- Assist in coordinating field visits, providing logistical support when necessary, and ensuring smooth communication between the evaluator and field teams.

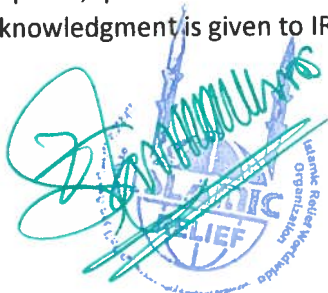
11. Completion Criteria

The completion and acceptance of deliverables will be determined based on the following criteria:

- All deliverables must fully meet the requirements outlined in the contract and adhere to the agreed-upon scope, methodology, and quality standards. Deliverables should accurately reflect the agreements established during the contracting process and incorporate any revisions or amendments proposed by IRW Iraq.
- The completion and formal acceptance of the final evaluation report will be contingent upon its compliance with the quality criteria and reporting standards defined by the IRW Iraq Evaluation Team. This includes the clarity of analysis, accuracy of findings, and practicality of recommendations.
- Deliverables will be considered submitted once they have been received electronically by the MEAL Coordinator/Officer. Final acceptance will be confirmed upon written acknowledgment from IRW Iraq confirming that the deliverables meet all required standards and expectations.

11. Special Terms and Conditions

- All draft and final deliverables, including supporting documents, analytical reports, datasets, and raw data, must be submitted in electronic format (Word, Excel, or PDF, as appropriate).
- All data, documents, and information provided by IRW Iraq for the purpose of this evaluation must be treated as strictly confidential. Such information shall be used solely for the execution of this evaluation as outlined in these Terms of Reference and shall not be disclosed to any third party without prior written consent from IRW Iraq.
- All intellectual property rights and materials arising from the execution of this evaluation shall remain the property of IRW Iraq. Any use of the data, findings, or related materials for publication, presentations, or any external communication must receive prior written approval from IRW Iraq.
- Key stakeholders may utilize the evaluation findings and report for internal learning and accountability purposes, provided that such use aligns with the original intent of the evaluation and appropriate acknowledgment is given to IRW Iraq.



12. Timeline

Phase	Key Activities	Indicative Timeline
1. Inception Phase	Desk review of project documents, preliminary consultations with IRW Iraq, and submission of Inception Report (including methodology, sampling, and data collection tools).	Nov 15 – Nov 22, 2025
2. Inception Workshop	Presentation and discussion of Inception Report with IRW Iraq team and key stakeholders to finalize the evaluation plan.	Nov 23, 2025
3. Data Collection Phase	Field data collection in Thi Qar and Halabja (surveys, FGDs, and KIs), quality assurance, and preliminary data analysis.	Nov 24 – Dec 5, 2025
4. Data Analysis & Draft Reporting	Data cleaning, analysis, triangulation, and preparation of Draft Evaluation Report for IRW Iraq's review and feedback.	Dec 6 – Dec 10, 2025
5. Validation Workshop	Presentation of key preliminary findings and recommendations to IRW Iraq and stakeholders for validation and input.	Dec 11, 2025
6. Final Reporting	Submission of the Final Evaluation Report incorporating feedback from IRW Iraq and stakeholders.	Dec 15, 2025
7. Review & Closure	IRW Iraq internal review, dissemination planning, and administrative closure.	Dec 16 – Dec 31, 2025

13. Evaluation Arrangements and Professional Requirements

The final evaluation will be conducted by a firm/individual consultant. This call is open for the submission of complete proposals, including both Technical and Financial proposals. This call is specifically open to

- Individual consultants.
- Evaluation consultancy firms or teams of consultants already organized under the leadership of a qualified evaluator.
- Women's participation in the evaluation team composition is strongly encouraged and required in submissions from consultancy teams.
- The selection of the individual consultant or consultancy firm will be based on the qualifications, relevant experience, and overall suitability of candidates as detailed in their complete proposals.

13.1. Interested Candidates Should Include in Their Proposals

- A detailed description of expertise and knowledge relevant to the subject area (e.g., employability, entrepreneurship, MSME development, and skills enhancement).
- A summary of prior experience conducting similar evaluations or projects, including examples of assignments related to skills development, youth employment, or livelihood interventions.
- CVs of the lead evaluator and proposed team members, highlighting qualifications and relevant experience.



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- A financial proposal detailing the daily consultancy rate, total estimated costs, and a breakdown of working days in alignment with the expected deliverables and timeline.
- A statement of availability, clearly specifying the earliest possible start date (no later than November 15, 2025).
- If applicable, details on the consultant's network and ability to engage qualified national consultants in the targeted governorates (Thi Qar and Halabja).

13.2. Required Qualifications and Experience of the Lead Evaluator:

- A master's degree in social sciences, economics, development studies, evaluation, or a related field, with strong demonstrated research and analytical experience.
- A minimum of 10 years of professional experience in conducting project or program evaluations, including substantial experience in evaluating skills development, employability, or livelihoods programs.
- Proven expertise in program evaluation methodologies, including logical framework approaches, quantitative and qualitative research, participatory M&E tools, and mixed-method data analysis.
- Full proficiency in English, with excellent report-writing and communication skills.
- Familiarity with IRW Iraq's mandate, technical cooperation activities, and experience working with UN agencies or international development organizations is an asset.
- Strong facilitation and interpersonal skills, with the ability to work effectively in multicultural environments and manage diverse viewpoints.
- Demonstrated experience with OECD-DAC evaluation criteria and mixed-methods (quantitative and qualitative) evaluation approaches.
- Excellent analytical, communication, and report-writing skills in English (Arabic and/or Kurdish language skills are an advantage).
- Demonstrated ability to deliver high-quality outputs under tight deadlines, maintaining accuracy and analytical depth.

14. Ethical Considerations

The consultant must adhere to Islamic Relief Worldwide's safeguarding and child protection policies, ensuring that:

- All data collection respects participants' confidentiality, dignity, and informed consent.
- Enumerators receive orientation on Do No Harm, conflict sensitivity, and gender equality principles.
- No personally identifiable information is shared outside the evaluation team.

15. Submission Requirements

Interested consultants or firms are invited to submit:

- Technical Proposal, including:
 - Understanding of the assignment and proposed approach/methodology



**Islamic Relief
Worldwide- Iraq**

Phone: +964 (0) 7502007915
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

- Work plan with indicative timeline.
 - Composition of the evaluation team (if applicable).
 - Short bios or CVs of proposed team members.
 - Two examples of previous similar assignments conducted.
- Financial Proposal, including:
 - Detailed cost breakdown (daily rates, transportation, enumerator costs, etc.).
 - Currency: Iraqi Dinar (IQD).
 - All taxes and applicable fees must be included in the total cost.
 - Legal and Administrative Documents (for firms):
 - Company registration certificate and tax registration (if applicable).

The deadline to submit Complete Proposals for this Final Evaluation is by close of business November 12, 2025. Please send your Proposals via email.

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