



Consultancy - Terms of Reference (TOR)

Title:	Final Evaluation of Building Peace and Stability in Iraq Program
Total number of consultants	1 (One) Whether a company or an individual
Country Program	Iraq / Monitoring, Evaluation, Accountability, and Learning (MEAL)
Proposed Dates	20 th February to March 30 th , 2026
Duration	40 days

I- Background of the project book

II-

Founded in 1933, the International Rescue Committee (IRC) is one of the most prominent international organizations working in relief, rehabilitation, protection, post-conflict development, resettlement services, and advocacy for those uprooted or affected by violent conflict and oppression.

In coordination with the humanitarian community, the IRC currently addresses the needs of conflict-affected populations from several operational bases in the region. It is part of a broader humanitarian response in the MENA region (Iraq, Lebanon, Syria, Palestine, Jordan, Yemen, and Libya) that seeks to assist refugees, returnees, internally displaced persons (IDPs), and host communities in surviving conflict and displacement.

Throughout its experience in Iraq since 2003, the IRC has developed solid expertise in protection programming, including the prevention of and response to violence against women and girls, protection and rule of law, child protection, governance, early childhood development, and economic recovery and development. The organization primarily serves displaced populations in both camp and non-camp settings, as well as refugees and host communities.

Seven years after the end of the conflict with ISIS in Iraq, 1,123,663 internally displaced Iraqis continue to face multifaceted barriers to durable solutions. These displaced communities struggle to find pathways to return to their Areas of Origin (AoO), achieve effective local integration, resettle in a third location, or successfully reintegrate.

The **Building Peace and Stability in Iraq (BPSI)** project, led by the International Rescue Committee (IRC) as the consortium's prime organization, aims to address the needs of vulnerable populations in Iraq, particularly those impacted by the ISIS conflict. This includes internally displaced persons (IDPs), returnees, and marginalized groups, with a focus on enhancing access to justice, promoting social cohesion, and supporting sustainable reintegration.

The project is a 12-month intervention implemented by the IRC in collaboration with six local Iraqi NGOs, aiming to enhance the resilience and social cohesion of vulnerable communities across multiple governorates in Iraq, providing services related to protection, legal support, and livelihoods. The target population includes individuals from various governorates, Ninawa, Anbar, Kirkuk, Baghdad and

Salah- al Din to, with a strong emphasis on engaging women and marginalized groups in all aspects of the program.

The initiative integrates key programmatic areas, including:

- **Social Cohesion:** Activities designed to rebuild trust and strengthen relationships within and between communities. These include dialogue sessions, peacebuilding training, and local peacebuilding initiatives to address intergroup tensions and foster reconciliation. Efforts also focus on promoting the inclusion of marginalized groups, such as families with perceived affiliations to Daesh and ethno-religious minorities, to mitigate stigma and conflict. The social cohesion also include an important part which is Natural Resource Management Committees (NRMCM) which focuses on building initiative to protect the environment and climate risks
- **Women's Protection and Empowerment (WPE):** Integrating gender-responsive approaches across policy, community engagement, and service delivery to ensure the meaningful inclusion of women, girls, and marginalized groups in reintegration, peacebuilding, and governance. By providing institutional capacity building for the duty bearers to strengthen women's participation in decision-making and advocate for gender-inclusive reintegration policies and the fair implementation of women's rights legislation.
- **Protection and Rule of Law (PROL):** Enhancing access to civil documentation, legal aid, and community-based protection mechanisms. Special focus is given to vulnerable groups, including families with perceived affiliations to armed groups and communities affected by conflict.
- **Economic Recovery and Development (ERD):** Providing soft livelihood support to build economic resilience, including Financial Health Encouragement, Job Counseling, and Networking tailored to the needs of displaced and marginalized populations.

III- Scope of work

The midterm evaluation aims to assess the effectiveness, efficiency, relevance, and sustainability of the **Building Peace and Stability in Iraq (BPSI)** project, with a focus on its key components, including program delivery, partner engagement, and accountability mechanisms. The evaluation will identify strengths, challenges, and opportunities for course correction to enhance project outcomes in the remaining implementation period.

Evaluation Framework: The evaluation will be conducted in alignment with the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) Criteria for Evaluating Development Assistance to ensure a thorough and internationally recognized assessment. The consultant will evaluate the project using the following criteria:

- **Relevance:** Assess how well the project aligns with the needs of displaced populations as they return to host communities and the strategic objectives of the project.
- **Effectiveness:** Measure the extent to which the project has achieved its intended outcomes, such as improved social cohesion and access to justice.
- **Efficiency:** Analyse the cost-effectiveness of project interventions, including resource utilization across different activities.
- **Impact:** Evaluate the broader, long-term effects of the project on communities, including any unintended consequences.
- **Sustainability:** Examine the likelihood that project benefits will continue beyond its implementation, focusing on community ownership, government ownership, and the extent to which involvement of local organisations in programme delivery supports sustainability.

- **Coherence:** Assess how well the project complements other interventions, including national policies and humanitarian efforts delivered through the BPSI project

Project Outcomes and Study Questions:

Outcome 1: Constructive dialogue and engagement between community members including men, women, marginalized groups, youth, and community leaders to identify specific drivers of conflict and develop response strategies.

Outcome indicator 1: % of individuals reporting that the number of conflicts in their community has been reduced

Study questions:

1. To what extent have individuals (IDPs, returnees, host) reported an increase in constructive dialogue and engagement between communities and authorities through social cohesion activities?
2. How actively were government officials, local peace committees and community members engaged in implementing small-scale social cohesion projects, and were assumptions about their willingness validated?
3. What challenges or barriers have been observed in fostering dialogue between communities and authorities, and do they align with the Theory of Change assumptions?
4. Are there observable differences in engagement across regions or demographic groups, particularly among marginalized populations, and how do these differences challenge or validate the ToC?
5. What specific activities or interventions have contributed most to achieving constructive dialogue and reducing drivers of local tension?, and are they consistent with ToC assumptions?
6. How effective are the needs assessment processes/community consultations in ensuring equitable resource allocation to vulnerable communities?
7. How can project delivery ensure it avoids increasing inequalities, excluding marginalized groups, or causing harm, and do these measures align with ToC assumptions?
8. What factors determine the sustainability of community initiatives,, the peace committees. and Natural Resource Management Committees? Does the evidence support the ToC assumptions on the role of local capacity and ownership in achieving long-term effectiveness?

Outcome 2: People are able to access justice and exercise their rights to reach their chosen durable solution

Outcome indicator 2: % of individuals who report experiencing an improvement in their ability to exercise their rights as a result of the assistance

Legal rights of complex cases and access to justice:

1. Are there specific types of cases that present more challenges or require tailored approaches?
2. How does the complexity of cases affect the type of interventions required?
3. How effective were the complex cases handled by the legal intervention of the program?

Civil Documentation:

1. Can we compare the outcomes for clients (often women) who are accompanied through the civil documentation process end-to-end (e.g., by JC/LCN) versus those who are not accompanied?
2. **Income Generation and Livelihoods:** Are there any particular success stories or best practices that highlight the impact of these interventions?
3. What external factors (economic, social, political) might have influenced income changes outside the program's interventions?
4. To what extent do participants perceive the program as instrumental in increasing their income, managing their expenses successfully, and/or finding economic opportunities?
5. How well are authorities responding to interventions under this outcome?

Individual and Broader Perspectives:

6. From the individual's perspective, how were the activities experienced?
7. Beyond individual experiences, how can we assess the level of interest or commitment from the Government of Iraq (GoI) in adopting and sustaining these programs?
8. How have the project's interventions contributed to removing barriers to return and reintegration for IDPs, especially those with perceived Daesh affiliations?
9. To what extent have the "hard" (infrastructure) and "soft" (social cohesion) elements of the project enhanced durable solutions in the targeted governorates?

Outcome 3: Government actors, civil society, and community leaders are equipped with knowledge and skills to promote achievement of durable solutions and social cohesion

Outcome indicator 3: % of Government Officials and Duty Bearers Reporting Improved Capability in Strengthening System and Procedures for Service Delivery.

1. What specific types of technical support were provided to government officials? Was the support relevant to their needs and roles?
2. How effective was the technical support in strengthening systems related to the project's goals? What specific improvements were observed?
3. How did government officials utilize the technical support provided? Did it lead to changes in practices or policies? Could you provide a copy of a bylaw or policy document produced as a result of the support?
4. How did the trainings and support enhance the capacity of marginalized groups to lead advocacy campaigns?
5. To what extent did the project strengthen the capacity and leadership of women government officials through targeted trainings, and how have trained women applied these skills within their institutions or decision-making processes?

Cross-cutting:**1 Social Cohesion**

1. Has improved access to justice contributed to social cohesion components such as reducing stereotypes, countering misinformation, increasing interaction and proximity, strengthening ties and relationships, reducing drivers of tension and dialogue between communities and authorities?
 2. What mechanisms are in place to ensure the sustainability of project outcomes across all three areas (dialogue, access to justice, and capacity building) after the project ends? How will the gains made in community engagement, legal empowerment, and government capacity be maintained in the long term?
 3. How relevant, effective was the local peace committees and NRMC (Natural Resource Management Committee) in achieving their objective? How sustainable were they in institutionalizing their pathways in the community?
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2 Women inclusion and Disability

1. Have project activities related to dialogue and justice benefited marginalized groups, particularly women and girls and those with perceived/actual Daesh affiliations? Have these activities increased their inclusion and empowerment in community participation and access to justice?
 2. Was the project activities inclusive of people with special needs and women/girls participation?
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3 Advocacy

1. How efficient were advocacy actions in responding and advocating for the priority issues identified by the community? And how effective was it in advocating for the identified topics?
2. How was the advocacy activities aligned with the needs, well-designed and implemented? How was it Well-followed up and supported to trickle to policy change?
3. Are the costs associated with supporting both organizations in delivering on BPSI justified, or could certain parts of the program be implemented more efficiently?

IV- Timeframe

The consultant is expected to submit the final report of the midterm evaluation study by the table below outlines the proposed timeline for data collection.

Item	Timeframe
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Desk Review	20th Feb, 2026
Inception Report	24th Feb, 2026
Data Collection Begins	26th February, 2026
Data Collection Ends	7th March, 2026
First Draft Report Submission	22th Mar, 2026
Preliminary Findings Presentation	25 th March, 2026
IRC and Partner Review of Report	28 th Mar, 2026
Second Draft Report Submission	31 st Mar, 2026
IRC Second Review of Report	5 th April, 2026
Final Report Submission	8 th April, 2026

V- Locations

- Kirkuk (Kirkuk City, Dibis, Daquq, Hawija)
- Baghdad city
- Anbar (Ramadi, Heet, Ana, Rawa, Qaim)
- Ninawa (Sinjar, Qayyarah)
- Salah al Din (Tuzkhurmato)

VI- Methods

The recommended methodology for this study is a mixed-method approach, incorporating household surveys, key informant interviews (KIIs), and focus group discussions (FGDs). Applicants are encouraged to propose innovative methodologies within this framework, such as leveraging social media trends and sentiment analysis to complement the quantitative data collected through surveys. These insights can be compared with the findings from FGDs and KIIs to provide a more comprehensive understanding.

Consultants are expected to propose an initial sample size for each data collection method, ensuring that the sample is logical and feasible within the available budget for each targeted location of the project.

Sampling Strategy: The consultant will propose a detailed sampling plan to ensure representation of all demographic and geographic groups, including:

- At least 30% representation of women and girls in surveys and FGDs.
- Inclusion of marginalized groups, such as families with perceived Daesh affiliation and persons with disabilities.
- Stratified sampling to reflect diverse regions (e.g., Anbar, Kirkuk). The sampling plan must demonstrate how it ensures inclusivity, particularly for marginalized populations, and will include a justification for sample sizes across methods.
- The sampling plan must also include a clear justification for the chosen sample sizes across different methods and populations, detailing how these are sufficient to achieve statistical relevance and representativeness.
- The consultant should provide a methodology for assessing and enhancing representativeness within the sampling framework, especially for smaller or more challenging to access populations. This includes identifying potential biases in sample selection and mitigating strategies to address them.

Creativity in the proposed approach is highly valued, especially in demonstrating a clear connection between the sequence of household survey data collection and how it might inform or modify the questionnaires for KIIs and FGDs.

VII- Data Sources:

The consultant is required to collect primary data for this study in the targeted project implementation locations and in Baghdad for advocacy purposes. The targeted population should include those who meet the criteria of the various project sectors, as well as local authorities and stakeholders who can directly impact the project's implementation. A wealth of secondary data is available for the consultant to review and utilize, including previous survey reports, KIIs, FGDs, and various protection and market assessment reports.

VIII- Analysis Plan

The consultant is expected to work in close partnership with the IRC's Senior MEAL Manager to analyse the gathered data and develop a distinct method of comparison for the final evaluation. This collaboration will allow IRC to precisely track progress against the outcome indicators. Additionally, the analysis should comply with BHA's statistical standards for standard indicators.

IX- People Responsible

The consultant will be primarily responsible for ensuring that the evaluation is conducted according to the agreed protocol and contract. On the IRC side, the Senior MEAL Manager will be the main point

of contact, overseeing the consultant's progress throughout the process. The Senior MEAL Manager will be responsible for ensuring the accuracy and quality of the data. Partners and field staff will participate in data interpretation workshops to ensure findings are contextually relevant and actionable. Weekly check-ins with the IRC team during the evaluation period will ensure alignment with project goals and timelines.

X- Data Collection Ethics

Safeguarding the personal data of the IRC's clients is a crucial component of the IRC's mission to help people survive, recover and rebuild their lives. It

Protecting the personal data of our clients is part of our commitment to protecting their life, integrity and dignity. No matter what the data is being used for, we need to ensure that it is being managed to avoid putting our beneficiaries at risk. Any data that can be used to identify an individual including names, contact information, and government or other identification numbers - needs to be treated with extreme care. As does information that might put individuals at risk of stigma, discrimination or government sanction, including but not limited to medical status, financial data, criminal records, or ethnic and religious opinions or practices. In short, all client data needs to be protected, with the general principles that the data belongs to the individual and should not be used without their knowledge and consent. Only necessary data should be collected, and it should only be shared with those who need

The consultant is required to include a section on research ethical considerations in the inception report, specifically addressing protection issues and other ethical concerns.

The consultant(s) must take all reasonable steps to ensure that the Evaluation Study is designed and conducted in a manner that respects and protects the rights and welfare of all participants. The study should be technically accurate, reliable, and legitimate, conducted transparently and impartially, and contribute to organizational learning and accountability.

The Consultant should also adhere to the safeguarding policy to ensure that the entire Evaluation Study process, as well as its team members, follows the principle of "do no harm" to the community and the individuals involved in the exercise.

XI- Treatment of information:

All data and information received for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these terms of reference. All intellectual property rights arising from the execution of these terms of reference are assigned to the IRC. The contents of written material obtained and used in this assignment may not be disclosed to any third parties. No data should stay with the consultant following the approved end of the assignment.

XII- Deliverables:

- a. **The inception report** will outline the key scope of work and the intended work plan for the analysis, it should detail the consultant's understanding of what is being evaluated and why, demonstrating how each evaluation question will be addressed through desk review, proposed methods, proposed data sources, and data collection tools and procedures. This report should also annex the above mentioned as Key-Evaluative Questions Matrix. Additionally, it should include the timeline and deliverables for the Evaluation.
- b. **Training of Enumerators:** The consultant is responsible for providing comprehensive and detailed training to all enumerators who will be involved in data collection through house-to-house surveys, KIIs, and FGDs. This training should ensure that all enumerators fully understand the questionnaire tool and adhere to data protection and ethical standards. It is crucial that the enumerators are fluent in the local dialects and accents of the targeted locations.
- c. **A Draft Evaluation Report:** The consultant is required to submit a draft report in English, which will be shared with the relevant IRC and partner technical staff for their review and feedback. The timeline for the submission of the report and the review process by IRC and partners will follow the timeline outlined above. The structure of the draft report should align with the final report structure provided below.
- d. **Submission of Final Report:** The consultant is responsible for delivering the finalized, clean version of the report, incorporating all comments and feedback received during the review of the draft version. The final report should adhere to the structure provided below and must not exceed 40 pages (excluding annexes).
 - Title page and Cover photo.
 - Table of contents.
 - Acknowledgement Statement (optional)
 - Executive summary
 - List of acronyms and abbreviations
 - Introduction
 - Methodology
 - Detailed Findings
 - Programmatic Implications
 - Conclusion

Required Annexes

- Indicator Tracking Table, including any proposed updates to indicator targets, as needed
- Indicator Estimates Table (only when using representative surveys)
- Survey instruments or data collection tools

- Enumerator Protocol, including Informed Consent
 - KII interviews.
 - Household survey raw data and analysis
 - FGD data
- e. **Presentation in English:** Presenting to key IRC stakeholders, partners, and donors, including the methodology, main findings, and recommendations.
- f. **Summary for the Community:** Prepare a summary using non-confidential information and findings from the report. This summary will be shared with the communities and clients who participated in interviews or surveys. The summary should be provided in both Arabic and Kurdish (Kurmanji).

XIII- Logistics Support

The consultancy will be responsible for arranging its own accommodation while in Iraq. The consultancy will be responsible for any data collection costs incurred by quantitative and qualitative methods. Visits to certain areas outside of the KRI might be restricted due to the need for governmental access letters to enter certain governorates. Therefore, the consultant should propose an alternative solution for conducting interviews with key informants in these areas within the methodology section of the technical proposal.

XIV- Budget

The proposed budget for this consultancy should align with a realistic estimation of costs for this type of service.

The proposed budget should clearly outline the following:

- Daily rate for individuals and the number of days given that the sample size is between 380-420 beneficiaries , in addition to FGDs and Key Informant Interviews
- Daily rate and the number of days with number of enumerators
- Travel costs (international and/or domestic)
- Accommodation costs
- Transportation costs within the country
- The transportation costs of the clients/beneficiaries who are coming to the FGD locations, as they live in villages outside of the main city
- Any additional costs

XV- Requirements:

The consultancy firm or consultant should meet the following criteria in their individual CVs and Technical Proposal:

- The lead consultant should hold a master's degree in one of the following fields: social sciences, development studies, public health, development economics, sociology, anthropology, political science, statistics, or a related discipline.
- A minimum of 7 years of experience (either by the firm or the lead consultant) in the evaluation and/or research of humanitarian programs is required, preferably in areas related to General Protection, Women's Protection and Empowerment, Economic Recovery and Development, and Governance.
- Proven expertise in qualitative, quantitative, or mixed research methods, including conducting surveys, focus group discussions, and interviews, is essential. The lead consultant or a member of the consultancy firm should also possess a strong background in data analysis and interpretation.
- Experience with International donor requirements, including evaluation policies, procedures, and program management, is required.
- Fluency in English is a must for the lead consultant, while native or fluent proficiency in Arabic and Kurdish is a must for the field research coordinator and enumerators.
- Experience in understanding, selecting, and applying methods for women inclusion and conflict-sensitive evaluations.
- The lead consultant or a member of the study team must have excellent data analysis skills, with the ability to clearly articulate the connections between findings, analysis, and program recommendations.
- Strong organizational and time management skills, with the ability to quickly adapt, learn, and deliver high-quality work under tight deadlines
- A flexible attitude towards receiving feedback and accommodating adjustments throughout the process.
- The lead consultant must have no travel restrictions to Iraq, and the field research coordinators and enumerators must have access to the targeted locations.

XVI- How to apply:

Applicants should submit the following documents:

- A Technical Proposal, including a preliminary methodology and a provisional timeframe
- A Financial Proposal (indicating the daily rate in USD)
- Curriculum Vitae (for the lead consultant and team members, if applicable)
- A sample of evaluation reports (or links to publicly shared reports) they have completed
- Evidence of registration of the entity in country or abroad and relative tax clearance updated to 2024 minimum-
 - Business registration and latest tax clearance.
 - Fill out the VIF (vender Information Form), sign and stamp all pages.
 - Clearly specify your payment terms and preferred method of payment.

When submitting, applicants should include **"IRC Iraq BPSI Evaluation Consultancy"** in the subject line.

The applications will be scored by an IRC committee from different perspectives and only shortlisted candidates will be contacted for an interview.

If interested, please send your documents listed in SOW to: IRCIraq.TenderBox1@rescue.org No later than Wednesday, February 4th, 2026.

If you have any questions, please send email to: IQ-Tenders@rescue.org no later than Monday February 2^{ed}.2026.

Offers to supply will not be accepted after **the deadline**