



Consultancy - Terms of Reference (TOR)

Title:	Final Evaluation of Land and Hope Economic Recovery Program
Total number of consultants	1 (One) Whether a company or an individual
Country Program	Iraq / Monitoring, Evaluation, Accountability, and Learning (MEAL)
Proposed Dates	15 th March to 26 th April, 2026
Duration	40 days

I- Background of the project

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.

Iraq continues to experience the compounded impacts of protracted conflict, displacement, and climate-induced shocks, challenges that have significantly disrupted livelihoods and deepened vulnerability, particularly in rural areas. In places like Telkaif (Ninewa), Ramadi (Anbar), and Al-Kahlaa and Al-Mashrah (Maysan), water scarcity, desertification, and drought have diminished agricultural productivity and household income. These pressures are especially severe for smallholder farmers, women-headed households, and youth, many of whom have limited access to resources, services, and markets. Climate change is accelerating instability in areas still recovering from ISIS occupation and displacement, further undermining food security and increasing migration from rural to urban areas. Despite their critical role in agriculture, women and youth remain underrepresented in decision-making and are often excluded from livelihood opportunities due to structural, cultural, and educational barriers. In fact, women account for less than 10% of participants in agricultural training programs and cooperatives across rural Iraq, according to the 2024 Iraq Ministry of Agriculture statistics and IRC's Rapid Needs Assessment. This limited inclusion reduces community adaptive capacity and reinforces cycles of poverty and marginalization.

This project directly responds to these intersecting challenges by strengthening the adaptive capacity of vulnerable communities through climate-resilient agriculture, inclusive livelihood services, and systems support. By targeting marginalized groups, including internally displaced persons (IDPs), returnees, and poor rural families, the project addresses both immediate needs and long-term development gaps with a focus on equity, sustainability, and locally led solutions. The overall project goal is to enhance the climate resilience and economic self-reliance of vulnerable communities in the selected governorates through inclusive, sustainable, and locally driven livelihood solutions.

The intervention is designed to address two interlinked objectives:

Objective 1: Strengthening climate-resilient livelihoods for vulnerable individuals

Objective 2: Enhancing local systems and institutional capacity to support adaptive, inclusive, and sustainable climate responses.

Under Objective 1, the project delivered a comprehensive climate change adaptation and livelihood package built around climate-smart agriculture, entrepreneurship, and vocational pathways. This allowed vulnerable communities to recover and adapt their income-generating capacities. Entry into the program began with foundational sessions in business and life skills, during which participants, identified through referral, outreach, or community mobilization, were oriented to available services. Here, participants identified through a combination of community outreach, self-referral, NGO referrals, and household-level vulnerability assessments were introduced to available services.

Based on a combination of participant preferences, socioeconomic profiles, and assessment results, individuals were matched to one of three tailored pathways: agribusiness development, vocational/agro-vocational training, or apprenticeships. This process was directly led by Al Mesalla in Ninewa and Anbar, while Al Khayr led the activities in Maysan. The IRC provided technical oversight for the partners and ensured that the project goal and implementation were aligned with the project objective and met global standards, also ensuring that each rightsholder was enrolled in the most appropriate and relevant track to maximize their potential for sustainable livelihood outcomes.

Under Objective 2, the project strengthened the technical and institutional capacity of local actors to lead inclusive and gender-responsive climate adaptation, which was conducted directly by IRC in co-operation with the relevant stakeholders and consortium partners.

This included: Training CSOs and grassroots actors who had direct and indirect work related to climate change, including youth- and women-led organizations, on climate risk mapping, scenario planning, and the development of hyperlocal adaptation strategies. Capacity-building for local government institutions—including the Ministry of Environment, the Ministry of Agriculture, the Ministry of Water Resources, their field-level directorates, and the National Security Advisory—on localizing Iraq's National Adaptation Plans (NAPs), implementing climate-smart agriculture (CSA) techniques, and sustainably managing land and water resources. Engagement of women's groups and local leaders in recovery planning forums, natural resource management committees, and community climate adaptation committees to ensure the participation of the most affected and underrepresented groups in climate governance.

II- Scope of work

The final evaluation aims to assess the effectiveness, efficiency, relevance, and sustainability of the **Land and Hope** project in Iraq, with a focus on its key components, including program delivery through local partners Al- Mesalla and Al-Khayr, partners engagement, and accountability mechanisms. The evaluation will identify strengths, challenges, and opportunities for similar project module in future.

Evaluation Framework: The evaluation should 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 economic needs of the populations as and how the strategic objectives of the project aligns with the climate adaptation needs in Telkief (Ninewa), Ramadi (Anbar), and Maysan (Al-Kahlaa, and Al-Musharaa)

- **Effectiveness:** Measure the extent to which the project has achieved its intended outcomes, which is Strengthened climate-resilient livelihoods and enhanced institutional capacity to support sustainable climate responses.
- **Efficiency:** Analyse the cost-effectiveness of project interventions, including resource utilization across different activities and how were the resources used to prioritize vulnerable community needs
- **Impact:** Evaluate the broader, long-term effects of the project on communities, including any unintended/negative consequences.
- **Sustainability:** Examine the likelihood that project benefits will continue beyond its implementation, focusing on community ownership, government ownership of climate change adaptation sustainability methods, and the extent to which involvement of local organisations in programme delivery supports sustainability.
- **Coherence:** Assess the extent to which the project aligns with and complements national climate policies, coordination structures, and other ongoing initiatives. This includes examining how the intervention supported the Government of Iraq's Climate Change White Paper and National Adaptation Plan (NAP), endorsed in Baghdad in 2024, and whether project activities were harmonized with the priorities of relevant ministries such as the Ministry of Agriculture, Ministry of Water Resources, Ministry of Environment, and local directorates. The evaluation should also review how well the project coordinated with other actors working on climate adaptation and livelihoods—including NGOs, UN agencies, and civil society—and whether the project avoided duplication while adding value to broader national climate resilience efforts.
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Project Outcomes and Study Questions:

Goal of the project: To enhance the climate resilience and economic self-reliance of vulnerable communities in Iraq through inclusive, sustainable, and locally driven livelihood solutions.

Outcome 1: Strengthened climate-resilient livelihoods for vulnerable individuals

Outcome indicator 1: % of individuals (women, youth, and vulnerable groups) who have improved their income-generating potential through climate-resilient livelihoods training and services (70%)

Outcome 2: Enhanced local systems and institutional capacity for inclusive climate responses

% of local actors (CSOs, government officials, and community members) demonstrating increased capacity to lead and contribute to climate adaptation planning and implementation (80%)

Study questions:

1. Was the program designed to meet the economic needs of men, women, youth, boys, and girls, especially the most vulnerable groups such as female-headed households and persons with disabilities?

2. How effective was the selection criteria, and were there any barriers limiting the participation of women? How did the project mitigate these barriers?
3. How actively were government officials, civil society organizations, and community members engaged throughout the program cycle?
4. What measures were taken to ensure that the benefits of the program will continue beyond the project's lifetime? What roles do government and community actors play in sustaining climate adaptation measures?
5. What positive or negative changes has the program brought to clients' lives in terms of economic recovery and development?
6. To what extent does the project align with IRC's Theory of Change and strategy?
7. How effective was the technical support on climate risk mapping for CSOs and government officials, and how well did it align with the project goal and objectives?
8. To what extent did these activities contribute to the inclusion and empowerment of women, and what specific improvements were observed?

III- 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
Desk Review	15 th March, 2026
Inception Report	19 th March, 2026
Data Collection Begins	23 th March, 2026
Data Collection Ends	1 st April, 2026
First Draft Report Submission	11 th April, 2026
Preliminary Findings Presentation to IRC , partners, and donor	16 th April, 2026
IRC and Partner Review of Report	17 th April, 2026

Second Draft Report Submission	22 th April, 2026
IRC Second Review of Report	24 th April, 2026
Final Report Submission	26 th April, 2026

IV- Locations

- Maysan (Al-Kahlaa and Al-Mashrah)
- Anbar (Ramadi)
- Ninewa (Telkief)

V- 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 in surveys and FGDs.
- Stratified sampling to reflect diverse regions (e.g., Ninewa). The sampling plan must demonstrate how it ensures inclusivity, particularly for marginalized populations and people with special needs, 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.
- Include at least three case studies/impact stories by having one story per governorate

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.

VI- Data Sources:

The consultant is required to collect primary data for this study in the targeted project implementation locations. 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.

VII- 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.

VIII- 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.

IX- 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.

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.

X- 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 of clients must stay with the consultant following the approved end of the assignment.

XI- 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
 - Impact stories
- 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 Arabic

XII- 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.

XIII- 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
- 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

XIV- 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.

XV- 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.
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When submitting, applicants should include " Final Evaluation of Land and Hope Economic Recovery Program " 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.

please send your documents listed in SOW to: IRCIraq.TenderBox1@rescue.org No

later than Tuesday, March 10th, 2026.

If you have any questions, please send email to: IQ-Tenders@rescue.org no later than Thursday 5th.2026.

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