



Terms of Reference for Mid Term Evaluation of the Program “Enhancing Stability, Wellbeing, and Resilience of Women and Girls 15+ and Conflict-Affected Communities in Iraq”

1. INTRODUCTION AND PROGRAM BACKGROUND:

Introduction:

The Norwegian People's Aid (NPA) is a non-governmental organisation with roots in trade unions and labour movements. NPA supports processes towards democracy and equitable distribution of power through mobilisation, popular participation, and collective organisation. NPA's Global Strategy affirms civil society as a key pillar for nation building, democracy and development, and views human rights as building blocks for development and redistribution.

NPA's goal is to support human worth and equal rights for all, irrespective of sex, disability, ethnicity, religion, age or social status. The NPA vision is solidarity in practice. The vision demands commitment and action to protect life and health, build democratic societies and strengthen people's ability to master their own lives. NPA is a politically independent organisation.

NPA has been working in Iraq since 1995. Its vision is to support processes towards a democratic, safe and stable country where human rights are respected, people can freely participate without discrimination in the social and political processes, free from explosive ordinance, and have access and control over the use and redistribution of resources. In this context, NPA, through its Development Humanitarian Cooperation (DHC) program, aims to work on strengthening the capacity of selected civil society actors to better protect and represent the interests of citizens, and hold the governing bodies and other power holders accountable.

Program background:

Enhancing Stability, Well-being, and Resilience of Women and Girls 15+ and Conflict-Affected Communities in Iraq program was launched on 1st October 2023 and will continue until 30th September 2026. The program is funded by the Netherlands Ministry of Foreign Affairs.

The long-term goal of the program is to improve social cohesion and socio-economic empowerment of conflict-affected communities in Dohuk and Ninewa Governorates in Iraq. By addressing the challenges and vulnerabilities resulting from conflicts and tensions in the country, the program aims to create positive and lasting changes in the lives of the affected population. This includes promoting stability by fostering social cohesion, enhancing the overall well-being of individuals and communities, and empowering them economically. The program seeks to address the root causes of instability and create an enabling environment for sustainable development and resilience among the conflict-affected population in Iraq.

The program aims to address the complex challenges faced by communities in Iraq, particularly in Ninewa and Duhok governorates, as a result of decades of conflict, socio-political instability, and displacement. The focus is on promoting stability, social cohesion, and addressing the pervasive issue of Violence based on inequality between women and men that disproportionately affects vulnerable groups, including women and girls, people with disabilities (PwD), as well as ethnic groups such as Yazidi internally displaced people (IDPs).

The program focuses on efforts that strengthen women's agency and decision-making power, recognizing that investing in women and girls' empowerment to exercise their autonomy and



rights. This will be achieved through a variety of strategies, including strengthening skills of women at grass-roots advocacy and advocacy efforts at community level. In addition to targeted interventions that offer women resources, knowledge, and opportunity for skills development and economic empowerment. Furthermore, supporting women's agency will contribute to women's overall empowerment.

The program strengthens the partner Civil Society Organisations (CSOs) and Community-Based Organisations (CBOs) to actively coordinate and operate, ensuring their long-term sustainability and impact. Through a comprehensive capacity development plan, the program provides targeted training, technical assistance, and guidance to enhance their knowledge and skills in addressing stability, protection, and preventing violent extremism (PVE) issues within conflict-affected communities. This includes conflict analysis, community engagement, program design and implementation, monitoring and evaluation, and advocacy. By equipping these organisations with these essential tools, they become more effective agents of change and better equipped to tackle the challenges faced by their communities.

The program also aims at building the awareness of stakeholders regarding equality between men and women, including local governmental entities, media actors, community leaders, activists, and local organizations to enhance a deeper understanding of the norms and dynamics of equality between men and women. The stakeholders will be equipped with the needed information and tools to address issues of inequality effectively, provide sensitive support services, and promote equality in the communities.

The program is dedicated to enhancing social cohesion and preventing violent extremism in the south and west regions of Ninewa. It operates through two key strategies. Firstly, it selects and empowers six CBOs from a previous NL MFA-funded phase, capacitating them in mediation, negotiation, advocacy, and early warning mechanisms. These CBOs act as community voices, highlighting local needs and issues, while also collaborating with authorities to advocate for solutions aligned with the Iraq strategies.

The program empowers specific community members, particularly vulnerable groups like women, youth, IDPs, and those with perceived affiliations. These individuals receive training and actively engage in designing and implementing community initiatives to counter violent extremism and enhance stability. By involving these marginalized groups in decision-making, the program aims to address their unique challenges, fostering inclusivity and resilience within the communities.

The overall approach employs a three-tiered strategy: community empowerment, CBO capacity building and civil society coordination, and government collaboration. It aims to create a synergistic environment where communities, CBOs and relevant civil society actors, and the government collaborate seamlessly, amplifying social cohesion efforts, supporting returnee reintegration, and aligning with the Office of the National Security Adviser's (ONSA) strategy through the development and enforcement of Plan of Actions (PoAs). The ultimate goal is to enhance community resilience, foster active participation in stabilization efforts, and prevent the spread of extremism.

Program outcomes and theory of change:

The program has the following four outcomes:

Outcome 1: *Strengthened Civil Society Organisations function more independently and effectively in implementing stability and protection interventions in Iraq.*



Outcome 2: *Conflict-affected communities are more resilient to violence and actively participate in community stabilization interventions.*

Outcome 3: *Conflict-affected women and girls 15+ are empowered, their decision-making abilities are enhanced, and have more confidence and control over their lives.*

Outcome 4: *Conflict-affected women have enhanced economic empowerment and increased employment opportunities and market access.*

The first outcome serves as the cornerstone for the project's scale, sustainability, and impact. It focuses on strengthening the partner CSOs to actively coordinate and operate. The long-term success of this outcome hinges on the presence of robust local civic capacity, which entails CSOs having strong internal operational, programmatic, and advocacy capabilities. It also focuses on strengthening the capacity of CSOs and CBOs to effectively address the needs and challenges related to stability, protection, women's empowerment and PVE within conflict-affected communities. By providing support and resources, the program aims to empower these organisations to work independently and make a significant impact in their communities.

The program focuses on enhancing partner organisations' capacity to provide quality services, as well as improving their overall programmatic, financial, and organisational efficacy. This capacity development includes focused training, technical assistance, and mentoring to help partners improve their skills and knowledge in implementing high-quality interventions on Violence based on inequality between women and men, including Mental Health and Psychosocial Support (MHPSS), advocacy, self-care, and engagement of men and boys. Capacity development activities will further focus on program management, monitoring and evaluation, financial management, and organisational growth to improve partner organisations' sustainability and effect.

The second outcome enhances community engagement and increases stability in the targeted areas of south and west Ninewa. Through a triangulated approach of community engagement, capacitation of CBOs, and collaboration with civil society actors and government entities, this outcome aims to restore trust, enhance social cohesion, prevent violent extremism, and stabilize the targeted areas. Building upon the success of the preceding program while expanding its purview, the intervention advances local ownership, cultivates lasting capacities, and forges pathways to sustainable peace and stability.

The principal objective of this outcome is to fortify the resilience of conflict-affected communities in the south and west Ninewa region. This is achieved through a multifaceted approach that operates at three distinct levels: the level of CBOs and civil society actors, the community level, and engagement with government entities.

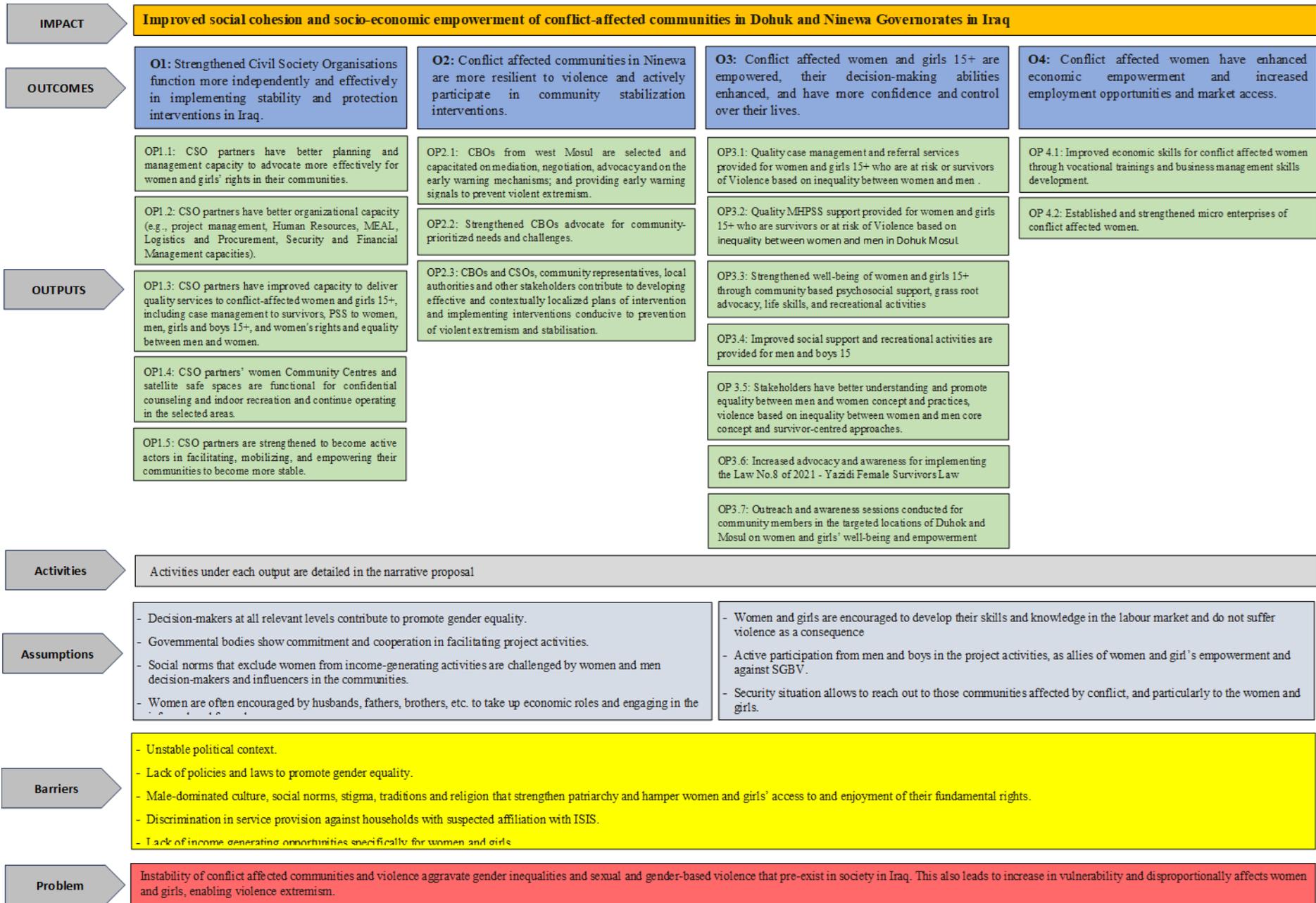
For the third outcome, one of the program's core objectives is to empower conflict-affected women and girls aged 15 and above, acknowledging their unique needs and the barriers they encounter as a result of the Violence based on inequality between women and men. Recognizing the importance of a holistic approach, the program employs a multifaceted strategy which involves different crucial components to give comprehensive support. The program strives to promote empowerment and resilience in the face of difficulties by addressing the numerous challenges faced by women and girls in conflict-affected populations. The program attempts to create an enabling environment in which women and girls can regain control of their lives and shape their own destinies through a combination of targeted interventions and inclusive efforts.



Another significant aspect of the program, under this outcome, is grassroots advocacy, which aims to support women's participation in decision-making and strengthen their roles in advocating and suggesting solutions to issues that affect their lives.

The program has significant emphasis under Outcome 4 on improving women's and girls' economic empowerment. This approach is intended to actively respond to two key purposes: first, to reduce the impact of Violence based on inequality between women and men on the lives of survivors, and second, to prevent and reduce risks of Violence based on inequality between women and men in the lives of women and girls by breaking down the complex barriers and inequalities, as well increasing their self-reliance, self agency and independency.

Economic dependency often reinforces vulnerability, leaving women more susceptible to a variety of adverse circumstances, including Violence based on inequality between women and men. The program's goal is to provide women with the skills, knowledge and means to effectively explore economic opportunities and apply the knowledge learnt, thus reducing their reliance on others, making positive changes in their lives, and increasing their overall agency.





Targeted beneficiaries:

The program benefits and empowers various groups and segments who have been disproportionately affected by the conflicts and destabilisation in Iraq.

- *Local community members.* This includes individuals from communities that have been greatly impacted by conflicts and tensions, as well as areas where extremist groups have had strong support.
- *Local civil society.* Local civil society organisations and groups, including women and youth groups and specific emphasis on minority groups and Yazidi communities, will receive comprehensive capacity development to lead actions within their communities.
- *Women and youth.* The program specifically targets women and youth, especially those who have become heads of households and assumed new roles as major actors in their communities.
- *Men and boys* are also included as significant program stakeholders. Their participation and engagement are essential for challenging social norms, advancing gender equality, and mitigating Violence based on inequality between women and men.
- *Local authorities and traditional/religious leadership.* Local and other authorities, as well as traditional and religious leaders across ethnic and religious backgrounds, will be directly involved as participants and beneficiaries. Their engagement will help raise awareness and garner support for the program and its efforts in stabilizing the communities, as well as preventing and addressing the consequences of violent extremism.

Program target locations:

The program targets the following locations:

- Ninewa Governorate, particularly Mosul City (East side), South Mosul (Al-Shora sub-district, Al-Qayyara sub-district, and Hammam Al-Alil sub-district); West Mosul (Al-Ayadhiyya sub-district, Qayrawan sub-district, and Sinjar district); and East Mosul.
- Duhok Governorate covering Yazidi IDPs (Shariya, Khanke, Bajid Kandala 1, Bajid Kandala 2, Bersive 1, Bersive 2, Kaparto 1, Kaparto 2 and Chammishko). Along with three non-camp areas (Duhok city, Shariya town, and Khanke town) where there are Yazidi IDPs, Muslim IDPs, Yazidi and Muslim host communities.

2. RATIONALE OF THE MID-TERM EVALUATION

The overall purpose of this mid-term evaluation is to assess to what extent NPA is on its way in terms of achieving the defined outcomes or whether adjustments are needed.

The five main objectives of this midterm program-level evaluation are:

- o To reflect on program progress, achievements and change achieved considering the survey which was conducted in 2023;
- o To assess the relevance of the program;
- o To reflect on the NPA model of working in local partnerships with civil society organisations to achieve program objectives;
- o To assess the effectiveness of the methodologies applied by NPA and its partners; and
- o To suggest key practical targeted recommendations and learning to be considered by NPA in particular inform with practical recommendations the continuation and further implementation of the current program, and provide a basis for decision making on necessary amendments and improvements.



The Mid-Term Evaluation will assess progress by comparing current findings directly against the benchmarks established in the baseline survey conducted in early 2024. This will allow for the identification of trends, progress made towards outcome-level targets, and gaps requiring programmatic adjustments. The evaluation will also review the continued validity of the ToC and determine whether adjustments are needed in light of the findings.

The mid-term evaluation will assess early signs of program success or failure; both intended and unintended positive and negative trends will be assessed. The mid-term evaluation report will further provide the basis for NPA decision-making with regard to necessary amendments to the project.

The consultant will assist in identifying potential program design problems and identify actions that may be taken to improve program progress in the remaining period.

3. SCOPE OF WORK:

Purpose of this consultancy:

The mid-term evaluation exercise will include a desk review of relevant documentation, including policies, frameworks and reports; key informant interviews and group consultations with representatives from targeted communities, relevant government officials and implementing Civil Society Organisations (CSOs) and individual beneficiaries.

The consultancy will build on the 2024 baseline findings, reviewing progress against initial benchmarks, and establishing updated midline values. In addition, the consultant will assess how the program's results framework and monitoring system are being used to inform adaptive management. The consultancy will also identify whether any elements of the Theory of Change or strategic direction require revision, and provide recommendations for strengthening M&E tools and processes, including data collection mechanisms that reflect soft indicators such as changes in attitudes, values, social norms, and behaviors related to gender equality and social cohesion.

The mid-term review findings will be used to elaborate recommendations for amendments to the program's implementation strategy to support more effective implementation, as well as suggestions for a strengthened monitoring and evaluation framework. The consultant will be supported by NPA's two Project Managers, as well as the staff of the implementing CSOs, who will facilitate the implementation of the activities of the assignment.

Key responsibilities:

The composition of the study team is up to the consultant/firm, who can choose, depending on their internal system, ideas and logic. NPA recommends that the team should be composed of a Team Leader/Focal point who takes overall responsibility for this evaluation, and coordinates/liases between NPA and the survey team.

Other important responsibilities are to select an adequate number of enumerators and deploy them to gather data from the field. Supervision of the field work and quality (reliability and validity) of the data/information collected at the field level is the primary responsibility of the Team leader.



Similarly, the Team Leader will work closely with NPA's Program Team. In each step and process, consultation with the NPA MEAL Manager is vital.

The consultancy/ consultant team will have the full responsibility to obtain permissions/approvals from the government/ authorities, if needed.

The consultancy/ consultant team will be primarily responsible for:

- Developing/designing an evaluation methodology and survey with consideration of the basic Methodology described under point 4.
- Share the evaluation plan, study design, including process, methods and questionnaires/checklist with NPA, collect feedback and finalise the study design.
- Development of questionnaires that can be reused in the endline.
- Pre-test questionnaires and other tools.
- Debrief/discuss with the program team about the effectiveness of the questionnaire, checklists and other tools used in the pre-test, collect feedback and finalise them.
- Orient, train, and supervise the enumerators.
- Carry out field work together with enumerators.
- Ensure quality of information collected from fields, cross-check with the validity of information collected and verify/revise where needed.
- Data entry, translation, and analysis of data collection.
- Regularly update the NPA MEAL Manager on the progress of the study.
- Update NPA in case of any emerging issues related to the survey during implementation.
- Prepare a draft evaluation report, setting relevant midterm values and establishing end line targets, and share with the NPA program team, and collect their feedback.
- Presentation of major findings to NPA, and collecting their feedback.
- Prepare a final report incorporating feedback and suggestions, and submission of the final report (a compiled version of the report - both hard copy and electronic version in Word format to be submitted within the below given period).
- Collaboration with the NPA program team in developing practical guidelines, including questionnaires, surveys for ongoing monitoring of program progress against indicators, based on the final report.
- Ensure data confidentiality as per the rules and regulations of the donor.

Key deliverables:

- Evaluation report with established methodology described in detail (how, what, where, and when) and survey questionnaires that can be reused in the end-line reviews by NPA and its CSO partners.
- All developed tools, questionnaires, reports, and guidelines should be delivered to NPA in soft and hard copy.
- The main findings should be presented to the NPA Iraq Country Office through a PowerPoint presentation session.
- A brief comparative matrix of baseline vs. mid-term values across all key indicators.
- A revised ToC, if applicable, with justification and implications for program implementation.



- A proposed update to the monitoring framework, incorporating lessons learned and adjusted indicators or methods as needed.

This consultancy will combine basic program document reviews, development of methodology, survey questionnaires, and collecting data from the field and data analysis. The interpretation of findings from the field from the perspective of the program components/indicators, and the development of a comprehensive report. Development of basic practical guidelines and checklists.

Timeline:

The preliminary draft report should be submitted to NPA Iraq by the **20th of July 2025** at the latest, and the final evaluation report should be submitted to NPA after two weeks of receiving NPA's feedback on the draft report, latest by the **3rd of August 2025**. The work is planned to commence no later than **15th June 2025**.

Users of the evaluation:

The study will map different actors and relevant CSOs that have an agenda to enhance the role of women and youth. Partners will provide support throughout the process, including facilitation of training and learning, and tailored capacity development to fill gaps identified in the evaluation.

The primary intended users of the evaluation are:

- NPA Iraq Country Office
- NPA Head Office (MENA team and technical advisors)
- The donor
- Partner organisations.

4. METHODOLOGY

Survey Approach and Methodology:

The evaluation should utilise a wide range of appropriate tools and methodologies to measure the status of the political, social, economic/financial, physical, natural and human assets including perceptions, attitudes, values of targeted communities/beneficiaries, and also of NPA NGO partners and governmental public service provider's capacities within the framework of the program and as spelt out in the program document. The findings will be primarily used by NPA and NPA' program partners.

The evaluation shall employ both qualitative and quantitative methods for data collection and review of secondary information (existing reports, research etc.). The evaluation shall be conducted using semi-structured questionnaires (draft developed by the consultant and approved by NPA) and key informant interviews (KII) as well as focus group discussions (FGD) will be conducted to triangulate and collect qualitative data. The data should also include segregation of beneficiaries by women and men and age, ethnicity, disability and religious affiliation.

Primary data collection will be conducted through the mobilisation of qualified enumerators. An appropriate sampling methodology will be used to determine the sampling frame, sample size and respondents; however, the basic guidelines relevant to sample size and locations are identified below. The survey will be carried out in targeted program locations in Iraq. The evaluation information should be collected so that the information gathered supports an analysis



of all relevant indicators and cross-cutting issues as defined in the results framework and program documents. The Focused Group Discussions and unstructured interviews with key informants will provide information for an assessment of the status, capacity and effectiveness of program activities and services by program, partners and public service providers, etc.

In addition to assessing progress against quantitative indicators, the evaluation should include measurement of soft outcome areas such as changes in perceptions, values, gender norms, confidence, and participation—especially among women, youth, and minority groups. These dimensions are crucial to understanding empowerment, resilience, and social cohesion progress. Data should be disaggregated by sex, age, disability status, ethnicity, and affiliation.

Survey Tools and Techniques:

Individual/beneficiary questionnaires, KII, and FGD will be primarily used in the survey. The Consultant will have to develop the questionnaires and focus group discussion checklists based on the results framework indicators at first and then share them with the NPA team. All tools must incorporate indicator benchmarks established during the baseline to allow for clear comparison. Where relevant, new tools should be aligned with the baseline instruments to enable consistency in data analysis across the project lifecycle.

Sampling Methodology and Sample Size:

The intended total number of primary/direct beneficiaries of this program is 19,837 (direct). The major focus will be women, girls 15+, men and boys. A relevant percentage of primary beneficiaries should be taken as a sampling size for each of the program locations. Concurrently, key informant interviews need to be undertaken with NPA's partners (four local partners). FGDs should be held with local stakeholders (to be identified together with NPA per target location: e.g. community leaders, women groups, CSOs, public service providers, working group, and other INGOs) for specific key indicators and any other key informants identified as relevant to the program success. Sample size should be estimated by the consultant to provide mathematically accurate, statistically significant results. The consultant should ensure diversity in the target interviewees. Interviews should be conducted with women/men/youth, with community and religious leaders, with government actors with some of the local NGOs, including program partners.

Evaluation questions:

The evaluation will apply OECD/DAC evaluation criteria of relevance, effectiveness, efficiency and impact. The evaluation will also take into consideration equality between women and men and human rights. The evaluation should be guided but not limited to the evaluation questions listed below. The evaluation will seek to answer the following key questions and sub-questions:

Relevance: The extent to which the outcomes of the program are consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders.

- Do the program outcomes address the identified needs of the target groups?
- To what extent were the CSO partners involved in the conceptualization and design process?
- Are the activities and outputs of the program consistent with the intended impacts and effects? Do they address the problems identified?
- To what extent is the intervention aligned with international agreements and conventions on equality and women's empowerment in the context of Women, Peace and Security?

Effectiveness: The extent to which the project's outcomes were achieved or are expected / likely to be achieved.



- What has been the progress made towards achievements of the expected outcomes and expected results? What are the results achieved? What are the recommendations for improvement?
- What are the reasons for the achievement or non-achievement?
- To what extent have beneficiaries been satisfied with the results?
- To what extent have the capacities of relevant stakeholders been strengthened?
- Does the program have effective monitoring mechanisms in place to measure progress toward results?
- Has the program's organizational structure, managerial support, and coordination mechanisms effectively supported the delivery of the project?

Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) were converted to results.

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the program outcomes?
- What measures have been taken during planning and implementation to ensure that resources are used efficiently?
- Have the outputs been delivered on time?
- Is the program and its components cost-effective? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- Has the program's organizational structure, managerial support, and coordination mechanisms effectively supported delivery? What are the recommendations for improvement?
- How does the program utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- To what extent are the program's monitoring mechanisms in place effective for measuring and informing management of program performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision-making?

Impact: Positive and negative, primary and secondary long-term effects produced by the program directly or indirectly, intended or unintended. (The review will not be able to fully assess the project's impact, however, it will address the following questions with the results and evidence that is available to date.)

- To review the ToC and identify whether causal pathways and assumptions still hold true or need to be revised. The review should draw on qualitative data and stakeholder insights to explore unexpected outcomes, changes in the operating context, and feedback from beneficiaries and partners. Any suggested adjustments to the ToC must be accompanied by a rationale and implications for programming.
- To what extent can the changes that have occurred as a result of the program be identified and measured?
- What were the unintended effects, if any, of the intervention?
- What evidence exists that the program has delivered longer-term results as compared to other projects, from processes through to benefits?
- To what extent were equality between women and men and women's empowerment advanced as a result of this intervention? What are the recommendations for improvement?

Evaluation Report Preparation and Submission:



The Consultant will have to prepare a draft report and share with the NPA team within two weeks after completion of field activities. NPA will provide feedback on the draft report and after incorporating the recommendations, the report has to be finalised in two weeks for final submission. The report should be comprehensive, consisting of progress indicators set in the RFW and other crosscutting issues. The final report should be submitted to NPA within 45 calendar days after the start of the contract.

5. EVALUATION TEAM:

- Proven expertise in design and review of projects focused on protection, women empowerment, human rights, democratization, stabilization and social cohesion, and PVE, as well as experience in the MENA context, preference will be given to candidates that have past experience with program design, implementation and/or evaluation of development projects in the MENA region.
- Data analysis and writing up of evaluation reports experience is also key for this exercise. The consultant should possess extensive work experience, and in-depth knowledge on conducting program evaluations.
- The consultant or group of consultants should have post-graduate degree in development studies and human rights, or equivalent knowledge in the areas mentioned in the above two points.
- Preferably, the Consultancy Company or the Individual consultant should deploy a multidisciplinary team composed of both women and men with a background of political and statistical data analysis qualifications.
- It is desirable to have a postgraduate in political studies. Preference will be given to those who possess past experience working with INGOs and conducting evaluation surveys.
- The consultant or group of consultants should have proficiency in English. Working knowledge of Arabic is plus.

Organisation of evaluation management:

- An external Consultant will be hired by NPA to conduct the evaluation and report to the NPA Steering Committee, consisting of the Iraq Country Office team (Country Director, Program Manager, Projects Managers, and MEAL Manager) and Iraq Advisor at NPA Head Office.
- The steering group will oversee and support the day-to-day delivery of the evaluation.
- The donor will provide feedback on draft findings and recommendations, and inform NPA's management response.
- As needed, NPA will provide administrative/logistical support towards organisation of documentation, interviews, meetings, field visits, and workshops.

6. DESK REVIEW

Desk Review should be conducted by the consultant to inform the methodology and development of the tools. In addition, the conducted desk review should cover the following documents:

- Program proposal;
- Results framework;
- Existing documents available at NPA and among partners; and



7. EVALUATION ETHICS

Due to the dynamic situation in which NPA and its partners operate, as well as the potentially life-threatening nature of the issues involved, it is essential that the consultant adhere to strict ethical, data protection/ confidentiality and security guidelines. The consultant will only be considered where the ethics and appropriate protocols are embedded into their organisational or private consultancy profile. The consultants have to demonstrate they are keenly aware of particular ethical and security issues that arise from working in this specific environment, including the protection of local communities and the need for vigilant data handling and management. The Consultant should adhere to NPA's Code of Conduct for non-staff and PSEA policy.

8. SUBMISSION OF TECHNICAL AND FINANCIAL PROPOSITION

The potential and interested firms/consultants must submit a technical and financial proposition expressing their interest in conducting the evaluation for the program to the procurement department through the email mentioned below. NPA will hold prior discussions with short-listed interested consultants/firms to provide further clarification to the Terms of Reference (ToR) in order to ensure quality final quotations. Short-listed consultants/firms will be contacted by NPA for a meeting date/location/link for an online meeting (if needed) for the interview prior to a final revision of the technical proposal budget and finalization.

- iraq_tender_dhc@npaid.org

Evaluation Criteria:

The Consultant will be evaluated based on the following criteria: The key factors stated below will be taken in consideration during the evaluation process

- Previous work experience.
- Methodological/technical aspects of carrying out the study and technical expertise in democratisation, socioeconomics, monitoring, and capacity development.
- Previous experience/presence in Iraq/Middle East.
- Total budget (detailed breakdown of consultant fees, activity costs, etc.).

Financial Limitation:

The total budget should include the entire total cost of the consultant/firm to implement the above-listed activities, provide training materials and deliverables.

In the budget, the flight and accommodation costs should be indicated. All these costs should be covered by the consultancy firm.

Application procedure:

Applications should include the following:

- Proposed methodology, work plan, budget, and sampling framework.
- Proposal package/technical proposal.
- Organization/team profile with organogram,
- Previous demonstrated experience on similar consultancies with CVs of all team members indicating who the team leader is (experts with past experience/presence in Iraq are especially encouraged to apply/be part of the evaluation team).
- Total budget.
- At least three previous references.



9. BUDGET

The total budget should include the entire total cost of the consultant/firm to implement the above-listed activities and deliverables. In the budget, the flight and accommodation costs should be clearly indicated, as these will not be provided by NPA.

10. EVALUATION CRITERIA

The application will be evaluated based on the following criteria: The key factors stated below will be taken into consideration during the evaluation process:

- Technical proposal - 70%:
 - *Details and quality (adequacy) of methodology proposed for the assignment, tools, approach (30%).*
 - *Detailed implementation plan indicating time frame, data collection and analysis plans (15%).*
 - *Experience of implementing similar work with development organizations (15%).*
 - *Detailed description of the proposed team, position with the company with CVs (not more than three pages for each CV) of the proposed Team Leader and other key team members (10%).*

- Financial proposal in both USD and IQD based on the Central Bank of Iraq's exchange rate (1 USD = 1,310 IQD) (consultant fees, clear breakdown of activity costs, etc.) - 30%