

**TERMS OF REFERENCE FOR EXTERNAL FINAL EVALUATION**  
**AFD 2903 – 2026 – IRAQ**

**AGREEMENT NO: AFD CIQ105201 S**

<b>PROJECT</b>	
<b>Country</b>	Iraq
<b>Area of intervention</b>	Sinjar and Tel Afar
<b>Sector of intervention</b>	Water Resource Management and adaptation to climate change
<b>Project</b>	AFD2903 - Ninew'EAU - Strengthening the capacities of civil society and local actors in the Nineveh Governorate to improve water resource management in the context of climate change in Iraq
<b>Dates of the project</b>	From July 2023 to June 2026
<b>Partners of implementation</b>	Humat Dijlah (HD) Northern Technical University (NTU) – technical and academic Partner
<b>Donor</b>	AFD
<b>FINAL EXTERNAL EVALUATION</b>	
<b>Estimated dates</b>	<ul style="list-style-type: none"> <li>10<sup>th</sup> May to 30<sup>th</sup> of June 2026</li> </ul>
<b>Person in charge</b>	
<b>Under the responsibility of:</b>	<ul style="list-style-type: none"> <li>Jamal MOHAMMED, WASH Project Manager (Iraq)</li> </ul>



# CONTENTS

- 1. BACKGROUND PRESENTATION OF SOLIDARITÉS INTERNATIONALE 4**
  - 1.1 SOLIDARITES INTERNATIONAL (SI).....4
  - 1.2 SI WITHIN THE COUNTRY (IRAQ ) .....4
  - 1.3 PRESENTATION OF THE PROJECT.....4
  - 1.4 PRESENTATION OF THE LOCAL PARTNERS.....5
  - 1.5 PRESENTATION OF THE AREA OF INTERVENTION ..... 6
  - 1.6 PRESENTATION OF THE ACTIVITIES AND INDICATORS.....8
  
- 2 PURPOSE OF THE FINAL EVALUATION 9**
  
- 3 EVALUATION SCOPE 10**
  
- 4 KEY PROJECT PARAMETERS FOR THE EVALUATION 11**
  
- 5 EVALUATION CRITERIA AND MAIN QUESTIONS 12**
  - 5.1 RELEVANCE .....12
  - 5.2 COHERENCE AND EFFICIENCY .....13
  - 5.3 SUSTAINABILITY AND IMPACT.....13
  - 5.4 CROSS-CUTTING THEMES.....14
  
- 6 METHODOLOGICAL EXPECTATIONS 14**
  
- 7 SUGGESTED METHODS AND SOURCES 15**
  
- 8 DELIVERABLES 15**
  
- 9 EXPECTED REPORT STRUCTURE 16**
  
- 10 GOVERNANCE OF THE ASSIGNMENT 17**
  
- 11 TEAM COMPOSITION AND EVALUATOR PROFILE 17**
  
- 12 INDICATIVE TIMEFRAME 18**
  
- 13 BUDGET PROPOSAL 18**
  
- 14 APPLICATION PACKAGE 18**
  
- 15 ASSESSMENT CRITERIA FOR SELECTION 19**
  
- 16 ETHICAL, SECURITY AND OPERATIONAL CONSIDERATIONS 19**
  
- 17 ANNEX 1 – PROJECT RESULT AREAS TO BE ASSESSED 1**

## **LIST OF ACRONYMS**

<b>AFD</b>	Agence Française de Développement
<b>NGO</b>	Non-Governmental Organization
<b>CSO</b>	Civil society organization
<b>SI</b>	Solidarites International
<b>HD</b>	Humat Dijlah
<b>NTU</b>	Northern Technical University
<b>DOA</b>	Department of Agriculture
<b>DOWR</b>	Department of Water Resources
<b>DOW</b>	Department of Water
<b>DOE</b>	Department of Environment
<b>UoM</b>	University of Mosul
<b>C.AFCAR</b>	Center for Agricultural and Conservation Agriculture Research
<b>FCRM</b>	Feedback and Complaint Response Mechanism
<b>LLA</b>	Locally Led Adaptation

# 1. BACKGROUND PRESENTATION OF SOLIDARITÉS INTERNACIONAL

## 1.1 SOLIDARITES INTERNATIONAL (SI)

is an international humanitarian NGO which, for more than 40 years, has been providing assistance to populations affected by armed conflicts and natural disasters by meeting their vital needs for food, water, and shelter. Particularly involved in the fight against diseases linked to unsafe water, the first cause of death in the world, SI's interventions provide expertise in the field of access to drinking water, sanitation, and hygiene promotion, but also in the essential area of food security and livelihoods. Present in around twenty countries, SI's teams - 2000 people in total, made up of expatriates, national staff, permanent staff at headquarters, and a few volunteers - work with professionalism and commitment while respecting cultures.

## 1.2 SI WITHIN THE COUNTRY (IRAQ)

Since 2019, SOLIDARITÉS INTERNACIONAL and its international and local partners' activities focused on water, sanitation, and hygiene (WASH) services in Internally Displaced People sites and among multi-displaced or returnee populations living in informal sites, in urban or rural areas, in Baghdad and areas affected by the fights against the Islamic State (IS), including Mosul, Sinajr, Baaj, and the Nineveh plains. Our teams have implemented projects combining emergency and mid-term strategies to improve the living conditions of these populations but also host communities. More recently, SOLIDARITÉS INTERNACIONAL transitioned from focusing on emergency projects to prioritizing long-term, sustainable interventions and solutions. This was exemplified by a project implemented and led by SI under consortium partnership approaches, as a project of "Capacity Building of Civil Society and Local Actors in the Governorate of Nineveh to Improve Water Resource Management in the Context of Climate Change in Iraq."

## 1.3 PRESENTATION OF THE PROJECT

The NINEW'EAU project was designed as a three-year intervention in Nineveh Governorate to strengthen civil society, public institutions, and local stakeholders in natural resource management and water governance in the context of climate change. The project targeted Sinjar and Tel Afar districts and combined institutional strengthening of Humat Dijlah (HD), community engagement and awareness,

dialogue with local authorities, water governance support, climate-smart agriculture, and pilot / green initiatives.

The original proposal planned a final external evaluation at the end of the last phase, with an impact focus, to examine achievements against initial expectations, build on experience gained through the project, and inform the design, relevance, and effectiveness of future programs. The proposal also specifies that the evaluation should rely on OECD-DAC principles and explicitly assess cross-cutting themes such as gender, climate/environment, youth, and the results of capacity-strengthening efforts.

The project was implemented from 01 July 2023 to 30 June 2026. During implementation, the project experienced delays and contextual constraints, particularly administrative approvals, banking constraints, access complexity, institutional turnover, and adjustments required to align with the operational realities of HD and relevant technical authorities. However, the overall project logic and scope remained unchanged, and implementation continued through both phases until project completion.

At the interim stage, several adaptations and learning points had already emerged, including the need to tailor capacity support to HD as a CSO rather than a conventional NGO structure; the need to navigate government clearance and technical validation processes more carefully; and the need to refine pilot approaches in response to policy and feasibility constraints. The project indicates progress across all three results areas, including HD strengthening, formalization of FCRM and stakeholder linkages, wide-scale awareness and school campaigns, roadmap and forum processes, pilot implementation, farmer training, and the green initiative process.

## **1.4 PRESENTATION OF THE LOCAL PARTNERS**

### **Humat Dijlah (HD).**

Humat Dijlah is the project's main local partner. It is an Iraqi civil society organization founded in 2016 and officially registered in 2018 under the name Tigris River Protectors Association. HD works across multiple Iraqi governorates through a network of environmental activists and volunteers and has developed recognized experience in environmental advocacy, water rights, community mobilization, and awareness raising. Within the NINEW'EAU project, HD played a central role in community engagement, mobilization of volunteers, awareness campaigns, facilitation of relations at the local level, and progressive strengthening of local ownership.

## **Northern Technical University (NTU).**

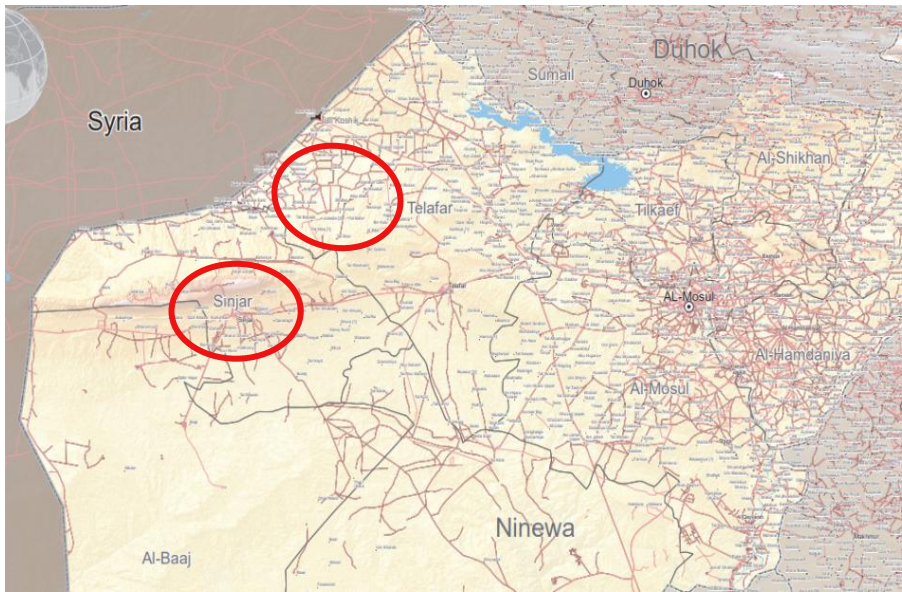
The Northern Technical University of Mosul (NTU), established in 2014 and registered as a technical university under the Ministry of Higher Education and Scientific Research, located Al-Minsaa street, Mosul City, Ninewa governorate, Iraq. In the project design, NTU was engaged to bring technical and applied expertise on water resource management, climate adaptation, and pilot solutions adapted to local needs in Nineveh.

During implementation, NTU contributed especially to technical studies, review of pilot concepts, farmer training support, and broader technical dialogue around climate-smart and water-related solutions. At the same time, the partnership with NTU also reflected the realities of working with a public institution in Iraq, including administrative procedures, approval timelines, and coordination constraints.

### **1.5 PRESENTATION OF THE AREA OF INTERVENTION**

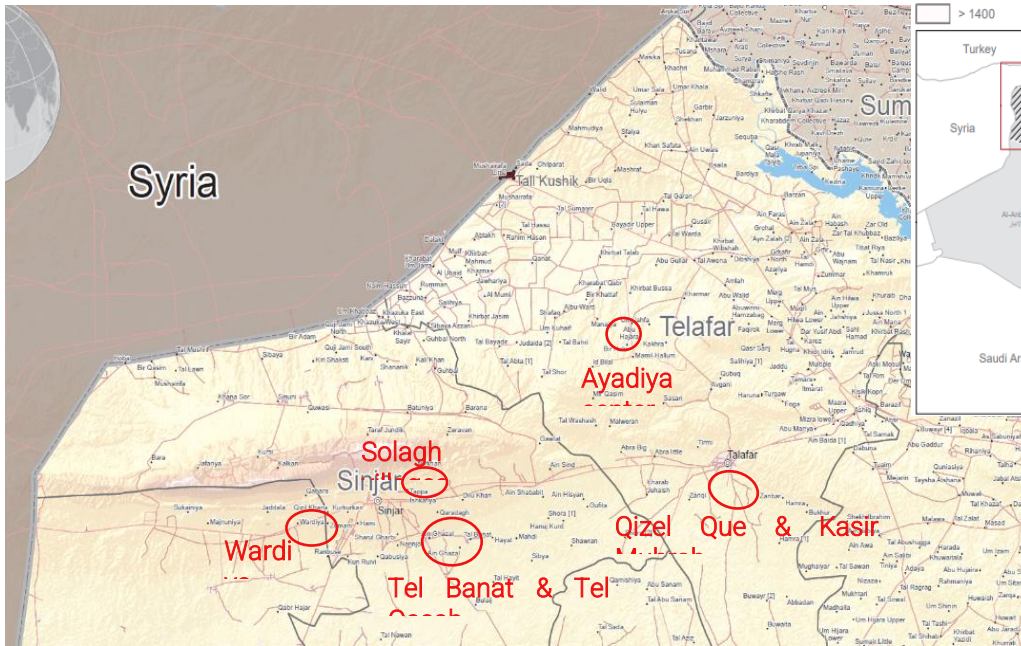
The project takes place in Iraq, in the Nineveh Governorate, in **2 districts and 7 localities**, as shown on the maps below:

- Sinjar: Wardiya, Solagh, Tel Banat, and Tel Qasab villages (old and new)
- Tel Afar: villages of Kasir Murhab, Qizel Que, and the urban center and peri-urban area of Ayadiya.
- Details about the context in Sinjar and Tel Afar as well as the project can be found in the full AFD proposal in Annex 1. The proposal includes in its own annexes a full assessment report on the access to water and management of water resources in Sinjar and Tel Afar in a context of climate change (in French in the proposal but also available in English).



Legend	المصطلحات
	مجر حدودي
	العاصمة
	مركز محافظة
	مدن رئيسية
	مدن صغيرة
	تجمع سكني
	حدود دولية
	حدود محافظة
	حدود قضاء
	طريق سريع
	طريق رئيسي
	طريق اخر
	سكة حديد
	نهر دائم
	بحيرة
	منطقة سكنية

Elevation In Meters		الارتفاعات بالمتر
	< -200	1 - 200
	-199 - 0	201 - 400
	201 - 400	401 - 600
	401 - 600	601 - 800
	601 - 800	801 - 1000
	801 - 1000	1001 - 1200
	1001 - 1200	1201 - 1400
	1201 - 1400	> 1400
	> 1400	



## 1.6 PRESENTATION OF THE ACTIVITIES AND INDICATORS

### SPECIFIC OBJECTIVE 1 :

*In order to **strengthen CSOs, the private sector and public institutions in their role in natural resource management and governance in Sinjar and Tel Afar districts, Nineveh governorate, Iraq**, three concurrent outcomes are expected to be achieved. in the third year of the project.*

- Result 1: Humat Dijlah's institutional, administrative and strategic capacities are strengthened.

Indicators:

80% of HD members trained who consider the NGO better equipped to carry out its missions

70% of the recommendations of the diagnosis of the capacities implemented.

Indicators for monitoring activities : A diagnosis and a reinforcement plan are updated; 15 training courses for 141 trainees ; 21 training sessions on the development of eco-responsible projects and 48 joint field visits carried out; 4 training sessions on the financing carried out and 2 applications submitted by HD with the support of SI; an evaluation of the implementation of the reinforcement plan carried out and 14 recycling sessions carried out

- Result 2: Water management and governance by all stakeholders, especially local civil society organizations, youth and women's groups, are improved.

Indicators:

70% of local community members (disaggregated by age and gender) who have a better

Knowledge of environmental issues and green initiatives.

70% of water users (disaggregated by age and gender) who consider that their concerns (related to the exploitation of water points and access to natural resources) have been taken into account  
Activity monitoring indicators: 6 training sessions held for 120 trained volunteers; 2 bodies of awareness messages developed; 9,000 community members sensitized and 54 radio spots broadcast; 750 students and 45 teachers sensitized and 60 sessions organized artistic and musical activities; 10 workshops held with Technical Departments and a roadmap produced; 2 water forums organized with at least 160 participants

- Result 3: Environmentally and climate-friendly initiatives are developed by civil society groups, including women's and youth groups, communities and the private sector.

Indicators:

Five proposals from CSOs and community groups focused on the topic of natural resource pollution are being used for advocacy campaigns with government and government departments.

70% of participants in climate-smart initiatives trainings putting newly acquired knowledge into practice.

Activity monitoring indicators: A study on innovative solutions conducted and 3 pilot solutions considered; 3 pilot projects experienced; 25 meetings held with 105 participants and 7 maps developed; 105 people trained on innovative and intelligent solutions and 96 exchange visits are carried out; 4 training sessions organized for the selection committee and 700 people participate in project fairs; 1 call for projects is launched and 30 projects are selected

## **2 PURPOSE OF THE FINAL EVALUATION**

The purpose of the final evaluation is to provide an independent assessment of the completed NINEW'EAU project. The evaluation should serve both accountability and learning functions.

Specifically, the final evaluation shall:

- Focus on accountability to assess the impact of activities on stakeholders and gauge their satisfaction.
- Assess the extent to which the project achieved its intended objectives and results at the output and outcome.
- Examine the quality of implementation strategies, partnership, governance, and methodological choices used during the project.
- Assess the project's contribution to strengthening local actors, especially Humat Dijlah, and to improving local dialogue and action on water and natural resources management.
- Review the relevance, effectiveness, and sustainability of the intervention.

- Generate practical recommendations for SI, HD, AFD, and other stakeholders for follow-up programming, scale-up, and future climate-resilient water governance interventions in Nineveh and similar contexts.
- Evaluate the extent to which the project is aligned with the 8 Locally-led-Adaptation principles.
- In addition, the final evaluation shall assess the extent to which the project design, implementation approach and results reflect the principles of Locally Led Adaptation (LLA). In particular, the evaluation should consider whether the project contributed to devolving decision-making to the most appropriate local level, strengthening local capacities and institutional legacy, promoting inclusive participation of women and youth, improving transparency and accountability, enabling adaptive learning, and fostering collaboration between civil society, technical institutions and public authorities.

### 3 EVALUATION SCOPE

The final evaluation shall cover the entire project period from 01 July 2023 to 30 June 2026, and all completed activities implemented under the project, across both tranches, particularly looking at

- **Activity scope:** all three expected results and the related activities implemented by SI and partners, namely HD's capacity strengthening, awareness and volunteer engagement on water and environment preservation, school campaigns, forums and roadmap work, community mapping, climate-smart agriculture dissemination, pilot projects, and green initiatives.
- **Geographical coverage:** 8 Locations in 2 districts in Nineveh Governorate (Ninewa), Iraq
  - ▣ **Sinjar districts:** villages of Wardiya, Solagh, Tel Banat, and Tel Qasab (old and new)
  - ▣ **Tel Afar District:** villages of Kasir Murhab, Qizel Que, and urban center and peri-urban area of Ayadiya
- **Stakeholders engagement :** the roles and added value of SI, HD, NTU, University of Mosul research entities, relevant, and public stakeholders such as DoA, DoWR, DoW, DoE, and related authorities.
- **Cross-cutting themes:** notably gender, youth inclusion, climate/environment, accountability, participation, and localization.

- Assessment of the project’s alignment with Locally Led Adaptation (LLA) principles, including local leadership, participation, equity, transparency, adaptive learning, and collaboration across levels and stakeholders.

#### 4 KEY PROJECT PARAMETERS FOR THE EVALUATION

Project documents available to the evaluator include, but are not limited to, the approved proposal, the interim implementation report, project monitoring records, relevant annexes, communication materials, and later presentation progress updates shared with AFD. These sources indicate that the project maintained its original strategic logic while adapting implementation modalities, and that later implementation reported progress such as: HD institutional strengthening and formalization of accountability systems; high participation in awareness and school campaigns; roadmap and water forum processes; farmer training and demonstration work in conservation agriculture; community mapping; pilot implementation and selection/support to green initiatives.

#### Project General main information

Contracting authority	SOLIDARITÉS INTERNATIONALE (SI)
Donor	Agence française de développement (AFD)
Agreement no.:	AFD CIQ 1052 01 S
Project period:	01 July 2023 – 30 June 2026
Project title	Capacity building of civil society and local actors in Nineveh governorate to improve water resource management in a context of climate change in Iraq
Short title	<b>NINEW'EAU</b>
Budget	EUR 1.5 million total budget, including AFD direct contribution of EUR 900,000
Target population	<b>11,373 direct beneficiaries; broader indirect reach across Sinjar and Tel Afar districts</b>

Main intended results	1) HD capacities strengthened 2) Participatory water governance and community engagement improved 3) Environmentally and climate-friendly initiatives developed
Geographical scope	Iraq, Nineveh Governorate (Ninewa) Sinjar districts: villages of Wardiya, Solagh, Tel Banat, and Tel Qasab (old and new) Tel Afar District: villages of Kasir Murhab, Qizel Que and the urban center and peri-urban area of Ayadiya.
Type of assignment	Final external evaluation conducted after completion of all project phases, including an assessment of results, process, partnership, sustainability, and lessons for future programming
Expected evaluator profile	Preferably an Iraq-based or Middle East-based evaluator/evaluation team with strong local field access and capacity to work in Arabic and English

## 5 EVALUATION CRITERIA AND MAIN QUESTIONS

### 5.1 RELEVANCE

- To what extent did the project remain relevant to the needs, priorities, of communities, local CSOs, women, youth, public institutions, and technical departments in Nineveh throughout implementation?
- Were there changes in needs or unforeseen constraints (related to the climate, institutional, administrative, and socio-political realities) in the project's areas of intervention during implementation? If so, have project's partners taken any adaptive measures? If so, which adaptive measures have been taken?
- How relevant were the selected implementation modalities for localization, participation, and capacity strengthening of HD and local stakeholders?
- To what extent was the project's design and implementation approach consistent with LLA principles, particularly in terms of local ownership, locally informed decision-making, and responsiveness to community priorities?

## **5.2 COHERENCE AND EFFICIENCY**

- To what extent did the partnerships between SI, HD and NTU contribute to achieving project objectives, and how far did these partnerships create added value while avoiding duplication of roles and efforts?
- How well did the project connect with local authorities, academic actors, ongoing programs, local coordination platforms, and co-financed / complementary initiatives?
- To what extent did the project promote collaborative action and investment across civil society, academia, communities and public authorities, in line with Locally Led Adaptation principles?
- What tangible improvements can be observed in HD's institutional capacities, community awareness, participation, local dialogue and water governance?
- How efficiently were financial, human, technical, and partnership resources used to achieve results?
- How did delays, approval processes, banking constraints, staff turnover, and coordination demands affect timeliness and delivery, and were the project's adaptive management decisions reasonable and proportionate in relation to context and resources?

## **5.3 SUSTAINABILITY AND IMPACT**

- Based on available endline and project evidence, what credible changes can be observed in capacities, practices, relationships, local discourse, and problem-solving around water and natural resources management? Please analyse this question for different types of stakeholders : CSO staff, community members with a special look at youth and women, local leaders, public authorities, etc.
- What key factors may support or undermine continuation, ownership, maintenance, use, replication and scale-up of project results after the end of funding?
- To what extent have the pilot projects and innovative solutions demonstrated technical, institutional and financial potential for replication or scale-up by public authorities, civil society actors, communities or future programmes?
- What lessons can be drawn from the successes, constraints and failures encountered during the design and implementation of the pilot projects, and

how should these lessons inform future adaptation programming in Nineveh?

#### **5.4 CROSS-CUTTING THEMES**

- How effectively did the project integrate gender, youth, climate/environment, participation, accountability and do-no-harm considerations?
- Were women, youth and community stakeholders meaningfully involved in design adjustments, implementation and feedback processes?
- How appropriate and functional were feedback, complaints and accountability mechanisms within the project and within HD?
- How effective and satisfying to both parties is the partnership between HD and SI?
- To what extent were the results and recommendations provided through the intermediary evaluation taken into account in the second half of the project's implementation?

### **6 METHODOLOGICAL EXPECTATIONS**

The evaluator shall propose a mixed-method methodology that is proportionate to the scale and timing of the assignment and feasible in the Iraqi context. The methodology should enable triangulation between documentary review, quantitative project data, and qualitative stakeholder perspectives.

The methodology should include, but not be limited to, the following

- A structured desk review of project documents, including proposal, logical framework, interim report, monitoring data, key annexes, relevant studies, training documents, pilot project documentation, communication materials, and any available endline or final indicator data.
- Field data collection in Nineveh with visits to a purposive sample of locations and interventions in Sinjar and Tel Afar, subject to security and access conditions.
- 3 Key informant interviews or sessions with project implementers members SI, HD and NTU
- 4 Key informant interviews with technical local authorities DoA, DoWR, and DoE , Academic Partner UoM CAFCAR and other relevant stakeholders.
- 2 ,Focus group discussions per district with beneficiaries and participants (1 women, 1 mixed/youth)

- 1 session with HD volunteers per district.
- 1 session with NTU technical staff.
- 1 session with HD project staff/ board member.
- A clear sampling rationale, limitations section, and data-quality safeguards.
- The evaluator is encouraged to use local enumerators, which improves quality and access, while maintaining independence and confidentiality.
- The evaluation should be sensitive to language, access, and cultural considerations. Data collection tools should be available in English and Arabic as needed.

## 7 SUGGESTED METHODS AND SOURCES

Dimension	Illustrative methods	Indicative sources
<b>Performance against results</b>	Document review, indicator verification, KIIs	Logframe, activity trackers, final indicator tables, annexes
<b>Partnership and localization</b>	KIIs, process tracing, contribution analysis	SI, HD, NTU/UoM, DoA/DoWR/DoE/DoW, governance
<b>Community outcomes</b>	FGDs, interviews, site observation	Volunteers, farmers, students, teachers, community members, and project sites
<b>Pilots and green initiatives</b>	Technical review, field observation, beneficiary interviews	Pilot studies, site monitoring, selection files
<b>Cross-cutting themes</b>	Interview guide module, document review	Attendance lists, FCRM files, training materials, participation records , internal evaluation .

## 8 DELIVERABLES

- **Kick-off with an Inception Note: provide** a detailed roadmap covering our methodology, sampling, and data tools to ensure alignment from day one.
- **Stakeholder Debrief:** Presenting early findings to SI to ensure the data is validated before moving to the final reporting stage.

- **Full Evaluation Reporting:** Delivering both a comprehensive draft and a feedback-incorporated final report that focuses on high-impact recommendations.
- **Executive Presentation:** Crafting a streamlined slide deck designed for quick review by donors and management.
- **Actionable Tracking Matrix:** Creating a dedicated matrix to track who is responsible for what, ensuring recommendations turn into results.
- **Bilingual Summary:** Including an Arabic version of the executive summary to broaden the reach and impact of the findings.
- **Online Presentation of Findings:** The evaluators shall present the final evaluation results and recommendations through at least one online presentation session with SI, and, if requested, with AFD and relevant stakeholders.
- **AFD Accountability Summary Sheet (2 pages):** In addition to the full report, the evaluator shall complete and submit the standardized AFD evaluation summary template provided by SI/AFD, in editable format and PDF. This summary shall synthesize key information on project context, objectives, major achievements, relevance, partnership strategy, effectiveness, sustainability, replicability / scale-up potential, project strengths and lessons learned.

## 9 EXPECTED REPORT STRUCTURE

- Executive summary
- Introduction and purpose of the evaluation
- Project description and context
- Methodology and limitations
- Findings by evaluation criterion
- Cross-cutting findings
- Conclusions
- Lessons learned

- Recommendations
- Annexes (ToR, list of documents, list of people consulted, tools, sites visited, evaluation matrix)
- AFD standardized 2-page accountability summary sheet submitted as a separate deliverable in the template provided by SI/AFD (Annex 2)

## **10 GOVERNANCE OF THE ASSIGNMENT**

Solidarités International (SI) shall serve as the commissioning entity, facilitating access to data and logistics while guaranteeing the evaluator's professional independence. To ensure high-quality outputs, SI may form a management group tasked with reviewing factual accuracy and validating the inception and reporting phases. This group shall act as a facilitator for stakeholder engagement but will exert no influence over the evaluator's independent findings."

## **11 TEAM COMPOSITION AND EVALUATOR PROFILE**

Given the operating context, SI seeks a localized evaluation setup. Applications from Iraq-based evaluators, or Middle East-based evaluators with demonstrated operational access and strong local partnerships in Iraq, are strongly encouraged.

- Proven experience conducting final evaluations of donor-funded humanitarian, recovery, resilience, climate adaptation, water governance, WASH, agriculture, or civil society strengthening programs.
- Strong knowledge of Iraq, preferably Nineveh, Iraq, and familiarity with institutional and community dynamics in post-conflict settings.
- Demonstrated ability to assess localization, partnership quality, institutional capacity strengthening, and community-based environmental or water-related interventions.
- Ability to work fluently in English and Arabic. Kurdish is an asset.
- Capacity to conduct fieldwork safely and ethically in the Iraqi context.
- Strong analytical and report-writing skills, including production of concise donor-facing recommendations.
- No conflict of interest with SI, HD, or the implementation of the evaluated project.

## 12 INDICATIVE TIMEFRAME

The final schedule will be agreed upon during contracting; however, the assignment is expected to start during or after project completion, from May 2026 to June 2026, pending the availability of final project data. An indicative schedule is presented below.

Phase	Illustrative tasks	Indicative duration
Kick-off and desk review	Contracting, document review, initial meetings	1 week
Inception phase	Methodology refinement, evaluation matrix, tools, inception note	1 week
Fieldwork	Interviews, FGDs, site visits, verification and debrief	2 weeks
Analysis and draft report	Triangulation, drafting, preliminary presentation	2 weeks
Finalization	Revision based on comments and submission of final package	1 week

## 13 BUDGET PROPOSAL

Bidders should present a clear financial proposal in USD or IQD, including professional fees, fieldwork costs, travel within Iraq, and data collection support.

The financial proposal should be aligned with a realistic, localized approach and should specify the anticipated number of working days by team members.

## 14 APPLICATION PACKAGE

- A technical proposal of no more than 5 pages describing understanding of the assignment, proposed methodology, sampling approach, team composition, risk management, and an indicative workplan.
- A financial proposal with a detailed budget.
- CV(s) of the proposed evaluator(s).
- At least **two examples** of relevant previous evaluations, preferably in Iraq or the Middle East, familiarity with AFD expectations, and preferably for institutional strengthening/climate/water/resilience programming.
- Contact details for two recent references.
- Submission Instructions: Applications must be submitted by email to the email address [recruit@solidarites.org](mailto:recruit@solidarites.org) , Email subject should be :

### **SI-IRQ-EVAL-2026 + Applicant Name.**

The email should include both technical and financial proposals as separate attachments in PDF format.

- Deadline for Submission: 6<sup>th</sup> May 2026 to 24<sup>th</sup> May 2026.

## **15 ASSESSMENT CRITERIA FOR SELECTION**

<b>Criterion</b>	<b>Weight</b>
Understanding of the assignment and quality of the proposed methodology	30%
Relevant experience of evaluator/firm and contextual knowledge of Iraq / Middle East, including local language and field capacity	50%
Financial proposal and value for money	20%

## **16 ETHICAL, SECURITY AND OPERATIONAL CONSIDERATIONS**

- The evaluator must comply with SI security procedures for field movement and data collection.
- The evaluator must ensure the confidentiality of respondents and secure management of collected data.
- The evaluator must avoid harm, manage expectations carefully, and apply culturally appropriate facilitation methods.
- No data collection involving children should be undertaken without clear safeguards, permissions and an appropriate methodology.
- The evaluator must declare any actual or potential conflict of interest.

## 17 ANNEX 1 – PROJECT RESULT AREAS TO BE ASSESSED

<b>Result area</b>	<b>Assessment focus</b>
<b>Result 1</b>	Capacity diagnosis and reinforcement plan; training, HD systems and procedures; proposal support; refresher training; institutional visibility; FCRM and PSEAH-related strengthening; quality of localization and partnership support.
<b>Result 2</b>	Volunteer mobilization; women and youth engagement; awareness campaigns; school activities; radio/media outreach; workshops with technical services; roadmap development; forums and advocacy; contribution to dialogue, participation, and local governance.
<b>Result 3</b>	Assessment and implementation of pilots; community mapping; farmer training and exchange visits; conservation agriculture and other climate-smart practices; green initiative call, selection, accompaniment, and early results; sustainability and replication potential.

	Results chain	Indicators	Baseline/Target	Sources and Means of verification	Hypothesis
<b>Overall Objective</b>	Contribute to mitigating the impact of climate change and support the sustainable development of the populations and territories in Ninewa governorate	<p>% of the population who agree that this intervention and similar ones, focused on adaptation to climate change, will contribute to their sustainable economic development and well-being.</p> <p>% of the population with reduced vulnerability to extreme weather events</p>	<p>Baseline : 0 Target : 70%</p> <p>Baseline : 0 Target : 40%</p>	<p>Mid-term evaluation and endline</p> <p>Mid-term evaluation and endline</p>	
<b>Objectif spécifique (OS)</b>	Strengthening CSOs, the private sector and public institutions in their role in the management and governance of natural resources in the districts of Sinjar and Tel Afar, Ninewa governorate, Iraq	<p>% of water governance decision-makers at local and community levels who consider important and are aware of at least 3 climate change adaptation and mitigation measures to include in their plans</p> <p>Total quantity of water optimised, in particular through reuse, through the water-saving pilot projects</p>	<p>Baseline : 0 Target: 70%</p> <p>Baseline: 0 Target: 20,000 m<sup>3</sup><sup>[1]</sup></p>	<p>Mid-term evaluation and endline</p> <p>Monitoring system set up for pilot projects</p>	Communities maintain their involvement in the project despite the absence of in-kind support

					The various ministries and decentralised departments are maintaining their involvement and their willingness to work together
<b>Expected results</b>	<b>RI:</b> Humat Dijlah's institutional, administrative and strategic capacities are strengthened.	% of HD members trained who think the NGO is better equipped to carry out its missions  % of recommendations from the capacity building diagnosis implemented	Baseline :0 Target :80 %  Baseline :0 Target :70%	Evaluation questionnaire with trainings participants  Observation during the implementation	Tensions between civil servants remain limited and allow intervention

				ion of activities Survey with capacity building trainees	
<b>R2:</b> Water management and governance by all stakeholders, in particular local civil society organisations, youth and women's groups, are improved.	% of local community members (disaggregated by age and gender) who have better knowledge of environmental issues and green initiatives  % of water users (disaggregated by age and gender) who consider that their concerns (related to the use of water points and access to natural resources) have been taken into account	Baseline : 0 Target: 70%  Baseline : 0 Target : 70%			Turkey's bombardments are not leading to massive new displacements of people from the intervention zone
<b>R3:</b> Environmentally and climate-friendly initiatives are being developed by civil society groups, including women's and youth groups,	# of proposals from CSOs and community groups targeting the issue of natural resource pollution used for advocacy campaigns with the government and technical departments	Baseline : 0 Target : 5		Written proposals to the government, meetings with	

	communities and the private sector.	% of participants in training courses on climate-smart initiatives putting their newly acquired knowledge into practice.	Baseline : 0 Target : 70%	ministries to discuss the proposals  Mid-term evaluation and endline	Inter-religious and inter-community tensions remain moderate, enabling local people to rally around the project's activities
<b>Activities</b>	<p><b>Activites for R1:</b></p> <p><u>Activity 1.1:</u> Update of the diagnosis of Humat Dijlah's capacities and development of the reinforcement plan.</p> <p><u>Activity 1.2:</u> Implementation of the Humat Dijlah reinforcement and training plan.</p> <p><u>Activity 1.3:</u></p>	<p>Diagnosis and reinforcement plan updated</p> <p>15 training courses held 141 people trained</p> <p>21 training courses held 48 joint field visits carried out</p>			No new epidemics (COVID 19, cholera)

	<p>Strengthening HD's capacity to support the development and monitoring of small-scale eco-friendly projects and in their follow-up.</p> <p><u>Activity 1.4</u> Technical support to Humat Dijlah in accessing new funding.</p> <p><u>Activity 1.5</u> Organization and running of refresher courses on the various themes of reinforcement.</p>	<p>4 training courses held 2 files submitted by HD with the support of SI</p> <p>An evaluation of the implementation of the reinforcement plan carried out 14 refresher courses held</p>			<p>prevent the prolonged implementation of activities</p>
	<p><b>Activités pour R2 :</b></p> <p><u>Activity 2.1:</u> Identification and training of local volunteer groups and networks, including youth and women.</p> <p><u>Activity 2.2:</u> Development of outreach messages.</p>	<p>6 training sessions held 120 volunteers trained</p> <p>2 sets of awareness messages developed</p>			<p>Weather conditions (especially sandstorms) allow access to intervention areas</p>

	<p><u>Activity 2.3:</u> Sensitization of communities, including farmers, women and youth, as well as local authorities, climate change, water scarcity, rights and responsibilities.</p> <p><u>Activity 2.4:</u> Organization of educational campaigns on the impact of climate change in schools.</p> <p><u>Activity 2.5:</u> Support for the development of a roadmap for planning and managing water between the different technical services concerned.</p> <p><u>Activity 2.6:</u> Organization of forums around the themes of water</p>	<p>9,000 community members reached 54 radio spots broadcast</p> <p>750 students and 45 teachers sensitized 60 sessions of artistic and musical activities organized</p> <p>10 workshops held with STDs Roadmap produced</p> <p>2 water forums organized At least 160 forum participants</p>			<p>Difficulties in finding qualified employees in the intervention zones do not hinder the implementation of activities.</p>
--	---	---	--	--	--

	management and climate to promote dialogue.				
	<p><b>Activités pour R3 :</b></p> <p><u>Activity 3.1:</u> Evaluation of target areas to identify opportunities for pilot projects in the field of innovative water solutions.</p> <p><u>Activity 3.2:</u> Support for innovative pilot solutions (water-related) implemented by NTU.</p> <p><u>Activity 3.3:</u> Support to communities in participatory mapping and prioritization of their key environmental and natural resource issues.</p> <p><u>Activity 3.4:</u> Strengthening knowledge and disseminating innovative and intelligent</p>	<p>A study of innovative solutions 3 pilot solutions planned</p> <p>3 pilot projects tested</p> <p>25 meetings held with 105 participants 7 community maps developed</p> <p>105 people trained 96 exchange visits</p> <p>4 training sessions organized 700 people take part in project fairs</p>			<p>Security conditions (presence of armed forces) allow SI and HD teams to get to intervention zones</p> <p>Authorities grant letters</p>

	<p>agricultural techniques for farmers (NTU).</p> <p><u>Activity 3.5</u> Creation of a project selection committee and drafting of a call for "green" projects.</p> <p><u>Activity 3.6</u> Provide financial and technical support to community and/or private sector led-projects aimed at mitigating the effects of climate change and sustaining a healthy environment.</p>	<p>1 call for projects 30 projects selected</p>			<p>of access to intervention zones within a timeframe that allows activities to be carried out.</p>
--	--	---	--	--	---

**Annex 2 - AFD standardized 2-page accountability summary sheet (see PPT annexed)**