



Networks of Change II - Second Campaign Evaluation
Request for Proposal
Terms of Reference

Project information

Contracting Authority:	Stichting SPARK
Programme Name:	Networks of Change II (NoC2)
Location:	Ranya, Chamchamal, and Halabja (KR-I)
Date of Proposal Announcement:	March 1st, 2025
Application Deadline:	March 10th, 2025
Project Duration:	6 month
Start Date:	March 15th, 2025

1. Introduction

SPARK is seeking a service provider to evaluate the second campaign of the NOC2 programme in the Kurdistan Region of Iraq (KR-I). This evaluation will determine the success of the youth-led campaign named "Kar Bo Kar," which translates to "Work for Work." The campaign is being conducted by 21 youth from Ranya, Halabja, and Chamchamal, supported by SPARK and its local partner, the Civil Development Organization (CDO). It consists of both Online and Offline activities. The digital campaign is being managed through dedicated social media pages on [Facebook](#), [Instagram](#), and [TikTok](#) and the offline campaign is being conducted through events and gatherings with help of our local partner CDO. This Terms of Reference outlines the requirements for evaluating the campaign's effectiveness, reach, impact, and other critical aspects.

Background and Context

SPARK is a non-profit NGO headquartered in Amsterdam with field offices throughout Southeast Europe, Africa, and the Middle East and North Africa. SPARK promotes higher education and entrepreneurship, empowering young ambitious people to lead their post-conflict communities to prosperity. SPARK has been working in Federal Iraq_including KR-I_to build students' capacity and improve their access to higher education, economic empowerment, entrepreneurship, partners

capacity development, and leadership development. SPARK also helps current small and medium-sized enterprises (SMEs) thrive and create jobs.

The Networks of Change II project is funded by the Netherlands Ministry of Foreign Affairs. The programme was launched on April 1, 2023, and will continue for three years in three districts (Halabja, Rania, and Chamchamal). The program consists of three pillars, namely the awareness pillar, educators pillar and PVE local action plan pillar. The campaign is part of the awareness pillar which builds youth confidence and resilience in the Kurdish Region of Iraq. In addition to intensive training, awareness campaigns, leadership, and entrepreneurship development, NoC2 facilitates Kurdish youth participation in the social, economic, and political spheres.

Youth are invited to take part in this program and will receive training in awareness campaigns, storytelling, drama writing, social media, event organising, and entrepreneurship. Participants in the program design and organise their own campaigns.

Programme Objective

The Networks of Change II programme aims to prevent and counter violent extremism of Kurdish youth by contributing to an environment which builds trust and resilience of youth, paves the way for youth participation, and diminishes the risk of violent extremism in KR-I.

This programme is continuing its mission of supporting the youth in Kurdistan Region of Iraq by offering the youth the chances to have extensive and effective contribution in its projects, activities, and training with the aim to build more trust and resilience of the youths. And through the diverse activities and events, the NOC2 programme aims also to raise awareness among the Kurdish youth for specific issues in society.

2. Objectives of the Evaluation

The evaluation aims to assess the effectiveness, impact, and areas of improvement in the "Work for Work" campaign under the NOC2 programme as detailed in the attached Canvas Annex 1. Specifically, it will:

- Assess the campaign's success in addressing the key issues identified in the Canvas:
 - The disconnect between universities and the private sector in job market preparedness.
 - The lack of structured guidelines for youth volunteerism in government sectors.
 - Limited access to skill development opportunities for youth.
 - The absence of structured employment pathways for inexperienced graduates.
- Measure the reach and engagement of the campaign through its various channels, including:
 - Digital platforms such as social media (Facebook, Instagram, TikTok).
 - Traditional media (TV programs, radio, press conferences, debates, and panels).
 - Direct engagement through events, job fairs, university workshops, and training sessions.
- Evaluate the impact on the target groups, including:

- Universities: Adoption of employment-oriented curriculum changes and career development programs.
- Private sector: Increase in internship opportunities and reduced employment barriers for fresh graduates.
- Government: Policy recommendations regarding youth workforce readiness and structured volunteerism.
- Youth: Increased participation in skill-building, internships, and awareness of employment rights.
- Identify key lessons and areas for improvement for future campaigns, including:
 - The effectiveness of outreach strategies.
 - The sustainability of interventions (such as partnerships with universities and businesses).
 - Potential gaps in campaign messaging and implementation.

3. Evaluation Criteria

Effectiveness

- To what extent did the campaign address the identified challenges in the labor market and youth preparedness?
- Did the campaign influence the policies of universities, private companies, and government agencies?
- Was the campaign's messaging clear and impactful for the target audiences?

Outcomes and Impact

- **Knowledge:** Awareness among youth about employment rights, skill development opportunities, and career pathways.
- **Attitudes:** Changes in perception regarding the value of internships, structured volunteerism, and career-building efforts.
- **Behavioral Change:**
 - Increased participation in job fairs, career training, and internship programs.
 - Reduced long-term volunteerism without clear employment outcomes.
 - Increased collaboration between youth, universities, and the private sector.

Reach

- **Digital reach:** Engagement on social media (Reach, followers, shares, views, hashtag trends, positive and negative sentiment).
- **Offline reach:** Attendance at campaign events, debates, and job fairs.
- **Stakeholder involvement:** Level of participation from universities, private sector, and government institutions.

Engagement

- Number of private sector entities committing to new internship programs.
- Number of university faculty and administration involved in campaign discussions.

- Number of youths who actively engaged in campaign activities (e.g., surveys, events, capacity-building programs).

Message Clarity and Relevance

- Did the target audience understand the key messages of the campaign?
- Could the youth recall and relate to the campaign's objectives?
- Did the campaign effectively communicate the need for reform in employment policies?

4. Data Collection Methodology

Surveys and Questionnaires:

- Distribute surveys and questionnaires to gather quantitative data from the target audience. This could also include polls on social media accounts.

Focus Groups:

- Conduct focus groups to collect qualitative insights, possibly at youth centres in Ranya, Chamchamal, and Halabja.

Key Informant Interviews:

- Conduct individual interviews with campaign participants and stakeholders.

Stakeholders could be:

- Government Institutions
- Universities
- Private Sector and Companies
- Campaigners
- Youth in the three cities
- Entrepreneurs and vocational workers in the three cities
- Mayors of the three cities

Social Media Metrics Analysis:

- Analyse social media metrics and comments.
- Conduct sentiment analysis to determine if comments are negative, positive, or neutral and how they change over time during the campaign.
- Capture informal feedback and anecdotal evidence.

Review of Campaign Materials:

- Review the content and materials used in the campaign.

Media Monitoring:

- Track media coverage and public mentions of the campaign in news outlets and other media sources.

Community Meetings and Public Forums:

- Hold meetings or forums to gather direct feedback from the community and encourage open discussions about the campaign's impact.

Review of Digital Analytics:

- Analyse website traffic, campaign metrics, and other digital engagement data to understand how the campaign was received online.

5. Reporting and Deliverables

The service provider is expected to deliver the following:

- Continues recommendations and feedback for the campaign within the first two months.
- Bi-Weekly progress report to SPARK
- An interim report with preliminary findings.
- A final report summarising the evaluation results, including:
 - Executive summary.
 - Detailed findings on each evaluation criterion, separated by location (Ranya, Chamchamal, Halabja) where possible.
 - Recommendations for future campaigns.
 - Appendices with data collection instruments, raw data, and visual representations of data.
 - A plan for sharing the evaluation findings.

6. Timeline

The evaluation is expected to be completed within 6 months, with key milestones as follows:

- Start Date: 15/March/2025
- Interim Report: 15/June/2025
- Final Report: 15/August/2025

7. Budget

The budget for this evaluation will be determined based on the proposals submitted by the service providers. Proposals should include a detailed budget breakdown covering all costs related to data collection, analysis, and reporting. The selection of the service provider will be based on the overall quality of the proposal, including cost-effectiveness.

8. Awarding Criteria

SPARK is committed to conducting a fair and transparent bidder selection process, as well as ensuring that all interested potential service providers are treated and evaluated equally throughout the request for proposal. potential partner responses will be weighted in three categories: Eligibility Criteria, Capability Criteria, and Commercial Criteria.

1. Eligibility Criteria

- 1.1. Possess legitimate premises.
- 1.2. Have a valid registration license and certificate with an updated tax clearance.
- 1.3. The company/organisation has a bank account inside the country and must be the entity's bank account.
- 1.4. Not involved in any form of fraud, corruption, criminal organisation, money laundering, terrorism, or other illegal activity.

2. Technical Criteria (60%)

- 2.1. Proposed technical proposal with approach/methodology (Any proposed approach/methodology scoring less than 3 out of 5 points will be automatically disqualified from the competition.
- 2.2. The Company/NGO's experience in similar projects or activities. This criterion for scoring depends on the number of contracts signed with the Company/institutions/donors annually in a similar field.
- 2.3. Experience in working with INGOs.
- 2.4. Qualifications of the proposed employee team.
- 2.5. Quality of similarly requested expected results and deliverables.

3. Commercial Criteria (40%)

- 3.1. Financial proposal

8. Submission Requirements

Interested service providers should submit the following to tender_iraq@spark-online.org

- The organisation registration certificate (and updated administrative order within KR-I, in case the applicant is a Local NGO organisation).
- Tax clearance letter.
- Bank Account Details.
- A stamped and signed financial proposal includes VAT and any other applicable taxes. It should indicate an all-inclusive, fixed total contract price supported by a detailed breakdown in costs.
- A stamped and signed detailed Technical Proposal must include a comprehensive approach/methodology, and a detailed work plan related to the service.
- Evidence of previous experience in the form of contracts, recognition certificates, completion certificates, etc.
- Similar reports, evaluations and other materials similarly requested showing the expected results and deliverables.
- References (credible people we can contact for information about your Company/NGO).
- Company/institutions profile or any other documents (optional).
- CVs of key personnel involved in the evaluation.

9. Evaluation of Proposals

Proposals will be evaluated based on:

- Understanding of the TOR.
- Proposed methodology.
- Experience and qualifications.
- Cost-effectiveness.

10. Application process

The deadline for the submission of the Call for Expression of Interest is Monday, March 10, 2025.

For any inquiries, please contact SPARK via email at tender_iraq@spark-online.org

Important Notes

1. Emails should be addressed to Tender Iraq at tender_iraq@spark-online.org
2. The subject of the email should be "Second Campaign Evaluation – Networks of Change II (NOC2) – Company/ NGO Name, Date."
3. Only proposals that meet all the eligibility criteria will be considered.
4. All documents must be compiled into a single compressed file, clearly labelled and appropriately named.
5. Including other SPARK email addresses in your submission will result in the invalidation of your proposal.

Please note that incomplete RFP submissions will not be considered.