

**Call for expressions of interest for a  
Consultant with international expertise in planning, monitoring, evaluation,  
accountability and learning (PMEAL)**

**Preliminary terms of reference (13.08.2025)**

**Context**

medica mondiale e.V. and Emma Organisation for Human Development are looking for a regional consultant with international expertise in planning, monitoring, evaluation, accountability and learning (PMEAL) for the project "Living in Dignity II" that is implemented in the Autonomous Region of Kurdistan in Iraq.

**About medica mondiale e.V.**

medica mondiale e.V. is a non-governmental women's organization based in Cologne, Germany, that supports women and girls affected by violence and conflict. In partnership with local women's organizations, medica mondiale offers comprehensive programs that include psychosocial, medical, legal, and economic support for women and girls in crisis situations. In the Kurdistan Region of Iraq and other areas impacted by conflict, medica mondiale works alongside communities to strengthen support systems for women and girls who have experienced violence. The organization also cooperates with local institutions to promote approaches that are sensitive to the effects of trauma and focused on restoring dignity, safety and well-being. Currently, medica mondiale is active in the Kurdistan Region of Iraq, Afghanistan, West Africa, Southeastern Europe and the African Great Lakes Region.

**About Emma Organisation for Human Development**

Emma Organization is a non-profit organization established in 2013 that works to enhance community well-being in both the Kurdistan Region of Iraq (KRI) and Northeastern Syria (NES), with a focus on rehabilitation, skills development and support for women and vulnerable groups, including those affected by displacement or conflict. The organization provides counseling and practical assistance to women who have experienced violence, while also encouraging their positive participation in social, community and peace-building efforts. Emma also delivers training to staff of public institutions to strengthen effective support for women affected by violence. In addition, the organization contributes to program development that improves services and protection for women and families.

**About the project**

The "Living in Dignity II" project is implemented with funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) to provide holistic stress- and trauma-sensitive support for women.

- Project title: Living in Dignity – a safe environment and an empowering connection for women affected by (S)GBV in the Kurdish Autonomous Region in Iraq by access to a holistic stress- and trauma-sensitive support
- Project focus: Protection and support for women, including displaced and vulnerable groups
- Project country: Kurdistan Autonomous Region in Iraq (KRI)
- Project duration: 01.10.2024-31.03.2027

At the individual level, the project offers comprehensive support services that address the physical, psychological, legal and economic needs of women affected by violence. These services are stress- and trauma sensitive, ensuring that survivors receive support to rebuild their lives.

At the institutional level, the project works in partnership with key organizations to implement a coordinated approach that recognizes the specific needs of survivors of violence. This collaboration strengthens referral systems, ensuring that survivors receive holistic support across different sectors.

Within communities, the project promotes awareness and understanding of family and social responsibilities, emphasizing the importance of upholding dignity, rights and supporting women affected by violence. On a broader societal level, it aims to raise awareness of the long-term effects of trauma, while fostering a culture of protection and support for all members of society.

### **Planning, monitoring, evaluation, accountability and learning (PMEAL)**

The project aims to achieve sustainable and measurable outcomes. To ensure its success, Emma and medica mondiale e.V. require a strong PMEAL framework, alongside the capacity to independently manage and implement it.

The consultant will co-create and guide PMEAL processes in close coordination with project stakeholders, including Emma organisation's project team and the International Programs department at medica mondiale e.V. ensuring alignment with international standards, donor requirements and global good practices. Additionally, the consultant will focus on enhancing Emma's and medica mondiale's e.V. internal PMEAL-capacity especially in how to collect, understand and use data to improve project work. This will help the teams make better decisions, adapt to changes and plan for the future in a sustainable way. The consultant will facilitate a co-creative process, engaging selected key stakeholders such as the project teams. This process will make sure that learning and improvements are rooted in the local context and responsive to the community's needs. The goal is to support Emma and medica mondiale e.V. in making informed, data-based decisions and achieving joint project goals.

### **Evaluation management**

In addition to strengthening the PMEAL framework of the project as well as the PMEAL capacities at Emma organisation, the consultant will lead and oversee the planning and implementation of the final project evaluation in the last year of the project in close cooperation with medica mondiale's Evaluation and Quality department. The consultant will oversee the tender process of selecting an external consultant team and ensure the Terms of reference align with the project's objectives. The consultant will also review key deliverables, including the inception report, evaluation design and final evaluation report, providing feedback and ongoing technical support. This ensures that the evaluation is methodologically solid, aligns with project goals and generates actionable recommendations for future project improvements.

## Purpose and objectives of the assignment

The overall purpose of the assignment is to support Emma and medica mondiale e.V. in the establishment of a PMEAL system, aligned with the project's goals and to build and expand the capacity of Emma's and medica mondiale e.V.'s PMEAL staff, while also ensuring the successful planning, implementation and oversight of the final project evaluation.

### **Specific objectives include:**

- Co-create a tailored PMEAL framework that aligns with the project's goals and indicators
- Co-create data collection tools, reporting mechanisms and a results-oriented monitoring approach
- Strengthen Emma's and medica mondiale's project/regional teams ability to independently manage PMEAL systems through training and ongoing mentorship
- Ensure the PMEAL system adheres to international standards and donor requirements, enabling effective project tracking and accountability
- Offer strategic guidance on evaluation methods and impact measurement to ensure the project's effectiveness
- Direct planning, tendering, and implementation of the evaluation, ensuring alignment with medica mondiale's Evaluation Framework, OECD-DAC criteria, and BMZ evaluation guidelines. Review key deliverables, provide technical guidance, and facilitate active stakeholder participation by valuing and integrating the knowledge and experience of partners and participants. Manage the full evaluation cycle, including the Management Response process, to deliver methodologically sound, objective, actionable results and foster learning.
- Foster a learning culture that encourages ongoing improvements, driven by data and insights, while adhering to ethical practices (e.g. Do No Harm approach)

## Scope of work

The consultant will be responsible for the following:

1. Co-create PMEAL framework and tools: Collaborate with Emma and medica mondiale project/regional team to co-create a customized PMEAL framework that is practical, impact-focused and aligned with Emma's and medica mondiale's needs. This will include the creation and review of data collection tools, monitoring systems and reporting formats, ensuring these tools are easy to use, efficient and aligned with the project's goals and context.
2. Training and mentorship: Conduct tailored training sessions and provide hands-on mentorship for Emma's PMEAL staff and medica mondiale staff, ensuring they gain and expand the skills needed for independent PMEAL management
3. Technical support: Offering continuous support, including reviewing data and reports, addressing challenges and ensuring quality control in data collection and analysis
4. Good practices and international standards: Ensure compliance with international standards, donor requirements, and ethical practices, while promoting a Do No Harm approach and incorporating a survivor-centered, power-sensitive and intersectional approach throughout all PMEAL activities.
5. Evaluation management and quality assurance: Under the mandate of the Evaluation and Quality Department, manage and quality-assure all phases of the final project evaluation – from tendering and inception to final reporting and management response. Oversee the external evaluation team,

review all deliverables, and ensure methodological rigour, alignment with evaluation objectives, and adherence to evaluation standards.

### Deliverables

The consultant is expected to provide the following deliverables:

deliverable	description	due date
1. Inception report	Detailed work plan, methodology and timeline	Within first month of the assignment
2. PMEAL framework	A tailored PMEAL framework, including a logframe , indicators and a data management plan will be developed through a series of workshops. Establish and document standard operating procedures for data management, from collection to analysis and reporting	Upon completion of the workshops
3. PMEAL tools and templates, functional web-based monitoring system tailored to the project context	Data collection tools, reporting templates and guidelines	First months of the consultancy
4. Training reports and materials	Reports on training sessions on PMEAL system and tools	After each training session
5. Regular mentorship progress reports	Reports on regular mentoring sessions, feedback and progress throughout the assignment	ongoing
6. Final report	A final report outlining key achievements, challenges encountered and recommendations for ensuring the sustainability of the PMEAL system	End of the contract
7. Evaluability Assessment, Evaluation approach, ToR of the Evaluation, Engagement of the evaluation Team	Conduct an evaluability assessment to confirm the feasibility, scope and readiness of the final evaluation. Lead the planning and preparation, including the tender process for selecting an external evaluation team, and develop TORs ensuring methodological rigour, alignment with project objectives and compliance with OECD-DAC criteria, BMZ guidelines and standards.	Final project year
8. Methodological Quality Assurance and Joint Review Workshops	Review draft and final inception and evaluation reports to ensure they meet quality and methodological standards, Provide targeted feedback, maintain clear communication with all stakeholders, and facilitate workshops as needed to discuss findings, gaps and required adjustments.	Final project year
9. External consultant team support	Provide ongoing technical guidance and coordination with the external evaluation team to ensure adherence to timelines, standards and evaluation objectives.	Final project year

10. Management response	In collaboration with Emma and medica mondiale project teams, prepare a documented management response to the evaluation findings and recommendations. The management response should clearly outline agreed actions, assign responsible parties and set timelines for implementation.	Final project year
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## Methodology

The consultant will adopt the following approaches to achieve the objectives of the assignment:

- Co-creative and contextual approach: The consultant will co-create the PMEAL framework with Emma's PMEAL team, ensuring input from all stakeholders and aligning the tools with both international standards and contextual realities
- Inclusive, intersectional and power-sensitive approach: The methodology will consider diverse identities, experiences and power dynamics, ensuring inclusive and equitable participation and analysis throughout the process.
- Survivor-centered and stress and trauma-sensitive PMEAL approaches: These will be tailored to address the unique challenges faced by women's organizations in conflict-affected settings like Iraq, with a focus on stress and trauma sensitivity.
- Remote and in-person meetings: A combination of remote meetings and in-person workshops will be conducted to ensure broad participation, with a focus on enhancing Emma's ability to independently manage the PMEAL system through hands-on training and ongoing support
- Power-shifting and participatory evaluation: The consultant will prioritise empowering partners and participants, value contextual knowledge and shifting the balance of power. The consultant will encourage collective and context-driven learning.
- Continuous learning and Do No Harm approach: All activities will promote continuous learning, adaptation and ethical practices, rooted in the Do No Harm approach

## Qualification:

### Planning, monitoring, evaluation, accountability and learning (PMEAL)

- A master's degree or equivalent years of professional experience in a relevant field such as Planning, monitoring, evaluation, accountability and learning (PMEAL), Social sciences, International cooperation, Public policy or Statistics
- At least 5-8 years of international experience in planning, monitoring, evaluation, accountability and learning (PMEAL), with proven experience of supporting complex international cooperation projects, particularly those focused on women's rights and empowerment in conflict or post-conflict settings
- Expertise in designing and implementing co-creative PMEAL frameworks for international cooperation projects, with a focus on impact evaluation, results-based management and women-centered programming
- In-depth knowledge of intersectional, women-centered, and empowerment-focused approaches, including power-sensitive, co-creative and participatory methods. Very good ability

in applying women's rights frameworks and addressing violence against women and girls and/or public health topics within the context of PMEAL systems

- Proven experience in developing and applying survivor-centered and stress and trauma-sensitive PMEAL approaches that also address the specific challenges of women's organizations in conflict-affected Iraq and similar conflict-affected environments
- In-depth knowledge of donor requirements related to PMEAL, particularly in conflict zones and experience in aligning PMEAL systems with international PMEAL standards
- Strong capacity in establishing web-based monitoring systems and robust data management and the ability to apply these techniques in challenging, low-resource environments
- Experience supporting learning and skill-building in MEAL, data literacy, statistics, and digital tools (Excel, Kobo Toolbox, etc.). Expertise in skill strengthening for a women's organization in Iraq or SWANA, through remote and in-person training and mentorship
- Demonstrated ability to work in highly sensitive, confidential, complex and unstable environments with a deep understanding of the ethical considerations and risks when working with vulnerable groups, particularly survivors of violence
- Conflict-sensitive programming experience, with the ability to ensure PMEAL systems are designed to prevent exacerbating existing tensions or creating new risks in politically or socially unstable settings
- Ability to facilitate discussions on sensitive topics such as violence against women and girls, sexual and reproductive health ensuring the safety and dignity of participants
- Fluency in English, both verbal and written, is required and proficiency in Arabic or Kurdish (Sorani, Badini) is desirable, as it will facilitate communication with partner organizations and stakeholders
- Recent security training is a formal requirement in case of travel to Iraq

### **Evaluation management**

We are seeking a methodologically strong and highly experienced evaluation professional with a proven track record in managing complex evaluation processes in fragile and conflict-affected contexts and conducting evaluation as lead evaluator.

The ideal candidate will bring:

- At least 7–8 years of proven experience in conducting, leading and managing evaluations of complex development cooperation projects in fragile or conflict-affected contexts, preferably in Iraq or the region including on conflict related sexual violence (CRSV) with solid practical knowledge of qualitative and quantitative data analysis as demonstrated by references, CV and/or list of publications.
- Proven experience and competences in evaluation quality assurance, including the development and application of quality grids and evaluation standards, is required.
- Demonstrated and comprehensive understanding of the international OECD-DAC evaluation criteria, with proven ability to apply them confidently
- Strong familiarity and proven experience in conducting and managing evaluation studies in line with the guidelines of the German Federal Ministry for Economic Cooperation and Development (BMZ)

- Expertise in conflict-related sexual violence (CRSV) and stress- and trauma-sensitive approaches
- Extensive methodological expertise and in-depth knowledge of diverse evaluation approaches and designs, enabling the selection and application of methods best suited to the projects objectives and the evaluation purpose and the context
- Proven ability to design and facilitate participatory, power-sensitive evaluation processes remotely that actively involve partners, value contextual knowledge, and strengthen organisational capacity
- Proven experience with MEAL-related software such as Kobo Toolbox, MAXQDA, Excel or other relevant applications, as well as knowledge of web-based monitoring systems and the use of digital data collection tools in evaluation. Proficient use of MS 365 and MS Teams is required.
- Demonstrated ability to apply data security, confidentiality and data protection standards in practice.
- Excellent communication and coordination skills to ensure effective collaboration between the evaluation team, the project team and medica mondiale, combined with strong project management skills to plan, coordinate and deliver evaluation activities on time and within scope and budget.

### Preliminary timetable

Tentative timetable for the consultancy. Due dates to be revised during the inception phase. The highlighted due dates should be met, as other processes in the implementation of the project depend on them.

date	activity	participants	locality	methodology
Within first month of the assignment	Inception phase: Prepare detailed work plan and methodology	Consultant, project team	remote or on-site	Meetings, desk review
Upon completion of the workshops	Co-create and submit PMEAL framework	Consultant, project team, International Programme Department, Evaluation and Quality Department	remote	Workshops, document drafting
First months of the consultancy	Co-create PMEAL tools, templates and guidelines	Consultant, project team, International Programme Department, Evaluation and Quality Department	remote or on-site	Desk work, online workshops
2025/2026	Conduct training sessions for Emma and medica mondiale staff	Consultant, Emma and medica mondiale staff	remote or on-site	Workshops (online or in person)
Ongoing	Provide ongoing mentorship and technical support	Consultant, Emma staff	remote	Regular online meetings, feedback
Q1/26	Evaluability assessment and planning the evaluation, TOR and engagement of an evaluation team	Consultant, Evaluation and Quality department, project team	remote	Tender preparation

Q 2/26	Review of external evaluation team's inception report	Consultant, Evaluation and Quality department, project team, external evaluation team	remote	Document review, meetings
Q2/Q3/Q4 26	Provide ongoing technical guidance and communication	Consultant, Evaluation and Quality department, project team, external evaluation team	remote	Document review, meetings
Q4/26	Review and approval on final evaluation report	Consultant, Evaluation and Quality department, project team, external evaluation team	remote	Document review, meetings
Q1/2027	Management response process, publication of evaluation summary	Consultant, Evaluation and Quality department, Project team	remote	Online Workshop, Document review
End of contract	Final report with sustainability recommendations on PMEAL system	Consultant	remote	Submission of report

### How to apply:

This Call for Expressions of Interest is open to individual consultants as well as consultant teams or consultancy firms, provided they meet the required qualifications and experience outlined in these Terms of Reference. The contract will be awarded for the entire scope of work described; partial applications covering only certain tasks or deliverables will not be considered.

Interested candidates are invited to submit the following documents:

1. Curriculum vitae:

A detailed CV that clearly demonstrates relevant qualifications and experiences in planning, monitoring, evaluation, accountability and learning (PMEAL) as outlined above under qualifications

2. Technical proposal:

A technical proposal outlining the following:

- A methodology for completing the assignment, with particular emphasis on PMEAL frameworks for women's organizations in conflict-affected areas
- A work plan that includes a detailed timeline and milestones for the assignment
- Any context-specific considerations you would take into account when working with woman's organizations in Iraq or similar contexts
- A brief outline (maximum 3 pages) for the proposed evaluation management process, as well as a methodological proposal describing the evaluation approach and methods, drawing on the information provided in this Call for Expressions of Interest and on our website



3. Financial proposal:

The financial proposal should outline the daily rate, estimated working days and any applicable travel or logistical costs. It should also include a detailed budget breakdown, including VAT (if applicable) and align with the work plan and deliverables.

4. References:

Contact details for at least two professional references who can speak to the consultant's qualifications and experience in similar assignments, especially in conflict or post-conflict environments.

5. Language skills:

A brief statement of your language skills, particularly in English (required) and Arabic or Kurdish (is desirable).

6. Security training (if applicable):

Proof of recent security training (if applicable), especially for work in high-risk or conflict zones.

**Submission details:**

To express your interest, kindly submit all the required documents as outlined above. Please ensure all documents are compiled into a single PDF file, not exceeding 2 MB in size. All applications should be sent electronically to [evaluation@medicamondiale.org](mailto:evaluation@medicamondiale.org) by **28 August 2025, 16:00 CEST**. Please include the following in the subject line of your email: **"Application for PMEAL Consultant KRI"**. Kindly note that only shortlisted candidates will be contacted following the application due date.

**Selection process:**

The selection process will include a review of the submitted documents, followed by interviews with short-listed candidates. Interviews will take place online at the beginning of September 2025. Further information on *medica mondiale* and our projects can be found on our website: [medicamondiale.org](https://medicamondiale.org)