



Evaluation Terms of References

of the 'Provision of clean drinking water for the population in Basra City' project (Basra water project)

UNICEF Iraq Country Office
August 2024

Introduction

The Country Office of UNICEF in Iraq is commissioning an evaluation team to conduct an evaluation of the project 'Provision of clean drinking water for the population in Basra City'; hence forward referred to as the 'Basra water project'. The evaluation is expected to provide learnings to improve related programming under the new UNICEF country programme (CP), particularly about integrated approaches across WASH, youth engagement and skilling and social and behavioural change, and inform possible replication of the interventions across Iraq.

The terms of references (ToR) outline the object of the evaluation (evaluand) and its context, the purpose and objectives of the evaluations, its scope and the methodological framework, as well as the operational modalities for the evaluation team who will conduct the evaluation. The ToR reflect the current understanding of the evaluand and an in-depth understanding of the evaluand by the evaluation team at the end of the inception phase may lead to changes to the ToR.

The work of the evaluation team is managed on a daily basis by the UNICEF evaluation manager within the boundaries set by this ToR and by the inception report of this evaluation, as approved by the Steering Committee of this evaluation.

Background and rationale

Background of water supply and distribution in Basra

Iraq is among the world's most water-scarce countries.¹ While Iraq achieved slight improvements in water services, with 64.6 per cent of the population being reported to have access to safely managed drinking water in urban areas and 47.6 per cent in rural areas (compared to 2018 data of 64.3 percent and 45.8 percent, respectively)², the country is behind in achieving the Sustainable Development Goal (SDG) related to universal access to safely managed water.³ Climate change is compounding the challenges of water scarcity. Iraq is one of the countries severely affected by climate change risk of drought. In the last ten years, freshwater scarcity has shown increasing impacts on the population of the southern Iraq provinces. These effects are direct including the decline of access to safe water for drinking and other domestic uses and indirectly through the loss of economic opportunities. Children and young people continue paying a heavy price due to climate change. Soaring temperatures, erratic rainfall, and drying basins threaten children's education, protection, and health, putting their survival and development at risk.

Southern Basra governate and city are particularly impacted by water problems and climate change. The 2018 Multiple Indicator Cluster Survey (MICS6) showed that Basra governate had one of the lowest percentages of households with an improved drinking water (10.7 per cent compared to 39.2 per cent national average).⁴ A

¹ UNICEF (2024) Climate landscape analysis for children and young people in Iraq. Iraq

² <https://data.who.int/indicators/i/1548EA3>

³ Progress on household drinking water, sanitation and hygiene 2000-2020: Five years into the SDGs. Geneva: World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), 2021.

⁴ Iraq Multiple Indicator Cluster Survey 2018: [IRAQ 2018 MICS DATASETS, SURVEY FINDINGS REPORT, AND SNAPSHOTS RELEASED - UNICEF MICS](#)

major problem is the water quality itself. In 2018, not less than 118,000 individuals were admitted to hospitals in Basra city due to exposure to contaminated seawater that invaded the freshwater stream of Shatt Al Arab because of climate change-related phenomena called saline intrusion.⁵ Since climate impacts are slow, silent displacement to the city center of Basra caused rapid urbanization that contributed to intensifying the severity of the urban water problems. Moreover, Basra like many of the major cities of Iraq is heavily dependent on aged and non-climate change resilient water infrastructure, which is affected by lack of government investment and operational funds.

Like other Iraqi cities, Basra city was served by one-zone water network. The poorly designed network results from numerous years of lack of urban planning, and negligence due to the absence of an applicable and comprehensive Water Law. All the water treatment plants in Basra, regardless of the technology used in the water treatment process, the quality of source water and the date of construction, were all feeding one zone network. The network is old, with hazardous asbestos pipes still in service. Furthermore, the network was designed when water scarcity in Basra was not considered an issue. This old network has several disadvantages including but not limited to: very difficult to monitor and control both quantities and qualities, and very low performance in terms of cost recovery. Additionally, equity in water distribution is a significant issue, with significant illegal connections causing massive losses, as observed during the 2018 water crisis. The Basra Water Directorate cannot recover 100 per cent of the operation and maintenance costs, nor the existing water infrastructure's capital costs, nor the high costs of the desalination projects that are under construction. The limited cost-recovery capacity is linked to the limited hardware and software tools for Cost-And-Fees Collection Systems and an outdated tariff system. Furthermore, communication assessments conducted as part of the project indicate users have increased awareness around water scarcity but limited practices around saving water and usage of water.

In Iraq, the governance system of water management is the responsibility of numerous ministries, and the coordination system has not been performing efficiently due to inconsistencies in their functional organizational structures and lack of strategic direction. At Basra level, the Directorate of Water (DoW) is responsible for the management, maintenance and investment in/of the water supply and distribution. It is administratively linked with Governorate Office, which provides operational and investment funding allocations. Investment funds were not allocated for water sector in Basra for the period from 2014-2018, however, in 2019 some funding was allocated to implement strategic investment projects.

Background of youth employment and skilling in Basra

Despite being the major center for oil exports, Basra governorate has a high unemployment rate. Unemployment reached 21.8 per cent in 2021, higher than the national average of 16.5 per cent and the 5th highest rate in the country. Basra also has the 3rd highest rate of young women not in education, employment or training (NEET) in the country, and the 5th highest amongst young men (at 62.5% and 27.5% respectively).⁶ Furthermore, a 2021 survey conducted by IOM Iraq identified Basra district (which encompasses Basra city boundaries) as having one of the largest unemployment rates across all districts in the governorate.⁷ The high NEET rate is exacerbated by a significant skills gap among young people, particularly women. According to U-Report surveys, many young women lack access to training and skills development opportunities, which limits their employability and exacerbates gender disparities in the labor market.

The green economy offers promising opportunities for addressing these challenges. The transition to sustainable practices and renewable energy sectors can create new job prospects and skills development programmes. For instance, the World Bank estimates that the green economy could generate up to 24 million new jobs globally by 2030, with significant potential for empowering young people and women through targeted training and employment initiatives.⁸

⁵ <https://www.hrw.org/report/2019/07/22/basra-thirsty/iraqs-failure-manage-water-crisis>

⁶ Iraqi Labour Force Survey 2021: https://iraq.un.org/sites/default/files/2022-07/wcms_850359.pdf

⁷ International Organization for Migration (IOM) (2023) Employment in the South of Iraq, Challenging prospects for women and youth.

⁸ World Bank: Skilling 'youth on the move' to help power the green economy <https://blogs.worldbank.org/en/education/skilling--youth-on-the-move-to-help-power-the-green-economy>

Rationale of the project

Given the severe challenges in quality water supply and distribution, its increasing vulnerability to the climate change risks and its effects on the wellbeing of children and their families, UNICEF and the government of Basra agreed in 2022 to jointly implement a pilot project on urban water network sub-zoning. The project was recommended by the Basra governorate master plan that was adopted and approved by the government of Basra in 2022. UNICEF has a track record of working with the DoW and public sector to address the water crisis in Basra.⁹ The current project seeks to further strengthen the capacity of the water sector for equitable and sustainable drinking water and transform the conventional one zone water network of Basra city center to an advanced flexible water network using a sub-zoning approach. Furthermore, the project seeks to empower young people to contribute to innovative and environmentally sustainable water supply and green energy solutions and to positive change in the fight against climate change. In doing so, the project seeks to enhance their employability and access to green job opportunities.

The project contributes to the commitments under the fourth pillar of the Government of Iraq's National Development Plan (NDP 2018-2022); "Reducing Multidimensional Poverty in the Provinces", addressing the following objectives of the NDP for water supply, environmental sustainability and poverty alleviation:

- Provide drinking water according to international standards (Sectoral and Spatial Development: Water Resources);
- Improve quality of potable water (Sectoral and Spatial Development: Water Resources)
- Ensure availability and sustainable management of water and sanitation service (Chapter 10: Environmental Sustainability);
- Enhance the health situation (Objective 2: Chapter Poverty Alleviation).

The project also aligns with the National Youth Vision 2030. By focusing on the Learning to Earning Agenda, the initiative contributes to Iraq's broader efforts to combat water scarcity and climate change impacts linking two key strategic pillars from the youth vision, which is skills building and youth participation in environment and climate action. The project supports youth employment and skilling, which is crucial given the high unemployment rates and significant skills gap in Basra. By offering training and job opportunities in green and sustainable sectors, it directly responds to the national policy's emphasis on economic diversification and job creation. This approach helps mitigate the adverse effects of climate change, such as the decline in safe water access and the economic impacts of drought, by preparing the youth for emerging industries and sustainable practices.

Furthermore, the project contributes to several SDG goals and targets, in particular: achieve universal and equitable access to safe and affordable drinking water for all (SDG 6, target 6.1); substantially reduce the proportion of youth not in employment, education or training (SDG 8, target 8.6); strengthen resilience and adaptive capacity to climate related hazards and natural disasters (SDG 13, target 13.1; and, ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services (SDG 1, target 1.4).

The supported interventions contributed to the UNICEF WASH outcome and outputs under UNICEF's current 2020-2024 country programme (CP) focusing on: system strengthening, evidence generation, policy dialogue and advocacy; strengthen partnerships and engagement of private sector and young people and leverage innovation, including in skills building and youth employment; and strengthen convergence and cross-sectoral linkages. It also contributes to the learning and skilling outcome of adolescent and young people and supporting their skills activation through cross sectoral economic and social engagement. This aligns with UNICEF's focus on enhancing learning opportunities for young people, bridging skills gaps, and integrating economic and social initiatives to promote sustainable development and resilience. The introduced sub-zoning approach for advanced urban water management will be a key part of UNICEF planned interventions for its

⁹ Among others, during the 2018 water crisis UNICEF supported the installation of pumps and mechanical rehabilitation at the R-Zero pumping station, mechanical rehabilitation of key water treatment projects, water delivery to schools, capacity building of staff of the staff from Basra water and wastewater directorates and the coordination through the Basra Water Crisis and Cholera Task Force. Furthermore, during 2021-2023, with support of the Netherlands, UNICEF and UNDP supported the Basra Directorate of Water with new water pump investments, mechanical maintenance and improvement of the water flow monitoring and control system.

new 2025-2029 CP in line with the strategic shift from service delivery to system strengthening aiming to ensure that the national and local water sector and institutions are better positioned to ensure universal access to safe, inclusive, and gender-responsive water services.

UNICEF has advocated for the climate change adaptation project of the water network zoning at multiple levels within the government of Iraq. The advocacy has resulted in an interest in replicating the experience in several other governorates including Baghdad. However, outdated master plans, climate change dynamics, capacity of the government staff and funding are the main constraints. The present evaluation is meant to contribute to the evidence base to inform potential replication as well as finetune the model based on evaluative evidence.

The intervention

The Basra Water Project began in 2021-2022 with EU support. UNICEF led a local partnership that built collaborative linkages between governmental and private sector partners in Basra to pave the way towards effective water management. The intervention aims at improving the quality of life in Basra city, through strengthening the capacity of the water sector for the equitable provision of sustainable drinking water supplies. Furthermore, the project seeks to enhance the employability of young people and women by supporting green job opportunities through climate-smart and environmentally sustainable water supply solutions.

Strategy and results framework of the project

The project aims to achieve results in different settings and at three levels:

1. **System strengthening:** *Public and private sectors in Basra governorate have evidence based policies and plans to deliver water services and enable green jobs creation for young people through skills building*

The project was designed to support system strengthening based on evidence generation, policy dialogue and advocacy to ensure that:

- local authorities in Basra are supported to develop evidence-based policies to improve water services and increase employability of young women and men in the green economy;
- the water service delivery system in Basra is supported to deliver universal access to more responsive, equitable, inclusive, accountable, and transparent services.

To achieve the desired results, UNICEF has been supporting research and evidence generation to inform the implementation and scale-up of the sub-zoning approach in the water sector. To this end, an environmental and social impact assessment for sub-zoning in Basra was conducted and further research and an investment case for sub-zoning is planned to demonstrate that the investment pays off. To inform policy making about role of young people in environment and climate actions, green skills and vocational training for generating green jobs and participation for young people in Basra are implemented.

To improve the water service delivery system the sub-zoning approach was initially rolled out in two zones (Zone 6 Al-Jihad and Zone 17 Baradiya) and subsequently expanded to two additional zones. This was based on technical analysis and design supported through the project, including conducting hydraulic survey, pipelines data collection and GIS mapping, and water distribution modelling and analysis for the targeted areas.

2. **Community and youth engagement:** *People, especially youth, in Basra city have improved capacity to contribute to delivering equitable services and promote transition of young people to labour market and employment opportunities in water management and green energy.*

This component includes two subcomponents:

- public and private sectors including young people have the capacity to engage in the provision of climate resilient water services;

- markets and private sector actors' engagement are strengthened to support scaling up innovation in water management for climate security.

The first subcomponent mainly focuses on a) enhancing technical capacity and delivery of training for public and private actors on different aspects of water management (particularly government staff) and b) developing life skills and entrepreneurial skills among youth through the establishment of an Innovation Lab in partnership with the Basra Directorate of Youth and Sports (DoYS). Using UNICEF's Life Skills and Citizenship Education (LSCE) framework youth were trained on life skills and oriented in civic engagement activities. The project also supports skill activation by engaging youth in community initiatives and advocacy related to water, climate change and green energy, and involve youth in decision making by establishing a youth advisory group to have young people engage in the decision-making process of the project. Furthermore, the project have supported the establishment and activation of Youth-Participatory Action Research (PAR) which empowered young people within the project to collect and analyse data related to water scarcity issues in Zubair District, the youth group produced findings and advocacy messages that will be used for water management advocacy in Basra, including through youth-led advocacy campaign. Furthermore, selected youth were provided with vocational training and referred to green job opportunities in collaboration with private sector companies (providing internships, on job training, mentorship, seed funding for green business initiatives).

The second subcomponent promotes the introduction and uptake of innovations in climate resilient water management in different settings. Following the introduction of household smart water meters in targeted zones the project supported a comprehensive water conservation awareness campaign together with the distribution of water conservation tools.¹⁰ Furthermore, schools have gained access to climate-resilient WASH facilities through the installation of solar-powered water flow control systems accompanied by awareness raising on greening in schools.¹¹ While health care facilities are not directly targeted by the project, they are expected to benefit of overall improvement of water supply in the sub-zones.

3. *Sustainable services: Children, young people and their families in two areas (expanded to four) in Basra including at schools and healthcare centers have access to improved and climate resilient water services.*

This component focuses on the technical operationalization of the water distribution system in the selected sub-zones and promoting behavioural change and community engagement to ensure its safe, efficient, and sustainable use. It includes two subcomponents:

- the reconfiguration of the water distribution system in the selected sub-zones to supply equitable and sustainable services (supply side);
- the engagement of community actors to promote behavioural change related to drinking water safety and water use efficiency (demand side).

On the supply side, the project supports the technical operationalization of the sub-zoning approach in the selected sub-zones, including the reconfiguration of the existing network (transforming it into district meter areas (DMA)), while implementing infrastructural improvements (e.g. high-quality pipes and fittings). This restructuring not only prioritizes water quality but also ensures an optimal quantity of supply. Furthermore, the sub-zoning project is integrated with new feeders from the recently established 5000m³/hr treatment project in R-Zero water treatment plant as supported by the ENI desalination initiative.¹²

On the demand side, through partnerships with local and international organizations and academic institutions and in coordination with the local directorates of water and education in Basra, community

¹⁰ The smart water meters were introduced by Southern Private Bank. Subsequently two campaigns were launched with UNICEF support in different districts: the Unaccounted-for-Water campaign funded by the Dutch cooperation (phase 1) and the Nonrevenue Water campaign funded by the EU (Phase 2). Both campaigns used a similar approach but phase 2 introduced some new features based on the learnings from phase 1. Both were implemented by young people with support of DoW and DoYS.

¹¹ Schools were selected from across Basra City in collaboration with the Directorate of Education.

¹² This work includes supply and installation of valves, sectoral valves, flowmeters, pressure meters and SCADA system to monitor zone performance.

actors are mobilized to drive behavioural change concerning drinking water safety and water use efficiency. This includes community consultation and surveys to gather insights, increase community involvement and encourage meaningful participation in discussions to facilitate behavior change. Furthermore, it informs messages on water scarcity, which have been disseminated through various channels (e.g. social media, radio).¹³ Furthermore, religious leaders are involved as key actors in those communities to educate citizens on the importance of using meters and rationalizing water consumption.

Project implementation began from mid-2022 and will finish in November 2024.¹⁴ Activities were implemented in a staggered manner according to an agreed workplan, starting with system strengthening activities at overall city level and within the two initial zones. At request and with support of the Basra government, from 2024 the sub-zoning approach was also initiated in two additional zones.

Annex 1 presents the results matrix of the project, including indicators and targets. Annex 2 presents intervention logic in graphic form. A 2024 Results Oriented Monitoring (ROM) review concluded that the intervention logic does not ensure asound interrelations between results and is inadequate to provide a faithful representation of the intervention scope and objectives. Indicators were also assessed as repetitive, sometimes irrelevant, and irregularly updated. Therefore, the evaluation will need to reconstruct the intervention logic to orient the evaluation and define relevant and specific indicators beyond the ones included in the results matrix.

Target population and coverage

The project targets public authorities, water distribution (public) service providers and civil society in Basra. Federal level policymakers, public authorities and private sector operators in the Basra governate are the key stakeholders.

The Basra DoW benefits from technical studies and subsequent execution of works giving practical application to a sub-zoning approach in safe drinking water distribution. In addition, the Directorate's technical staff is the recipient of capacity building initiatives.

The project targets households in two sub-zones of Basra city by improving quality water access and installing water meters and water conservation tools. Selected schools directly benefited from the supply and installation of solar panels and other infrastructure improvements functional to increase access to WASH facilities of their users, while health care facilities indirectly benefit from the improved water supply. Following the initial rollout improved water distribution is planned to be expanded to two additional sub-zones. Other Basra city areas are also targeted. For example, the Nonrevenue Water campaign covers some districts beyond districts targeted by the sub-zoning approach.¹⁵

Furthermore, the project targets the youth through up-skilling initiatives aimed at improving their potential for employment in the renewable energy and WASH sectors. Together with children and their families, and civil society organisations, they benefit from awareness raising initiatives on climate change, water conservation and renewable energy. Radio broadcasting and other communication initiatives target Basra city population at large.

Linkages and synergies with the private sector are created through several activities. The smart water meters are supplied and installed by the Southern Private Bank under a contract with the Ministry of Construction, Housing and Public Municipalities (MoCHPM).¹⁶ Green private sector companies support the transition of skilled-young people from learning to earning through job trainings, internships, and entrepreneurial

¹³ In 2023, UNICEF implemented the Green Spirit campaign across 6 TV channels. TV advertisements were broadcasted 227 times between July-December 2023. The campaign with a focus on use of water practice and water-saving habits is estimated to have reached 22 million people through radio, TV, social media and community engagement.

¹⁴ The EU grant start date is 13 December 2021 and end date is 12 December 2024. The project inauguration ceremony took place in February 2022 and actual implementation through implementing partners in Basra started mid-2022.

¹⁵ This is due to the fact that the campaigns are linked to the uptake of the smart water meters, which have not been fully rolled out in sub-zones 17 and 6.

¹⁶ In 2021, UNICEF conducted an evaluation of the WASH Smart City Initiative Pilot Project in Baghdad. The installation of smart meters was part of this pilot initiative, and the evaluation offer learnings about the introduction of smart meters in Iraq.

<https://evaluationreports.unicef.org/GetDocument?documentID=17317&fileID=40984>

workshops that are environmentally friendly as well as participation in the seed funding committee. The energy company Ente Nazionale Idrocarburi (ENI) has implemented a desalination project in Al Baradiya (zone 17), which is complementary to the reconfiguration of the water distribution system in the zone.

Table 1 provides a summary of some of the target populations covered through the project. Annex 3 presents an initial stakeholder mapping.

Table 1: Summary coverage data of the Basra water project, until February 2024

Target groups/areas by different activities	Coverage
Zones targeted for sub-zoning approach	<ul style="list-style-type: none"> initial zones: Al Baradiya (zone 17) and Al Jihad (zone 6) additional zones: Yaseen Khribut (zone 14) and Al-Efrazat (zone 4)
Training of planning professionals and water technicians	120 staff (16 women) from Directorates of Water from Basra, Missan, Qadisiya, Thi Qar, Muthana governates and MoCHPM.
Youth Advisory Group	15 youth (8 girls)
Youth skilling	
<ul style="list-style-type: none"> LSCE training through innovation Lab 	300 young people, aged 10 to 24 (127 girls)
<ul style="list-style-type: none"> Digital life skills courses through the Learning Passport 	1,000 young people (420 girls)
<ul style="list-style-type: none"> Technical vocational training through Basra Vocational Training Centre 	93 young people, aged 15-24 years (37 girls)
Youth skill activation	
<ul style="list-style-type: none"> Youth entrepreneurship, including mentorship 	7 selected youth businesses
<ul style="list-style-type: none"> Internships 	10 young people (5 girls)
<ul style="list-style-type: none"> Participation in community initiatives 	1,277 young people (568 girls)
Introduction of solar-powered water system in schools	24 schools (34 schools are added)*
Private sector employment in construction of water infrastructure	451 labour workers
Installation of water conservation equipment	1,500 households targeted in 2 zones**
Communication of water related messages	
<ul style="list-style-type: none"> Radio spots 	72,000 individuals reached
<ul style="list-style-type: none"> Bulk SMSs 	248,000 individuals reached

* Initially 24 schools were targeted. In 2023-2024 16 of these schools benefitted from an upgrade of their solar power system, and an additional 34 schools implemented the solar-powered water system.

** These households also had smart water meters installed by the Southern Private Bank. In total 21,841 meters had been installed in Basra.

Source: Second donor progress report, Basra water project

Governance and management of the project

The project is governed by a Project Steering Committee, with members from different sector governmental entities, UNICEF, other UN agencies and private sector partners. The Steering Committee (SC) provides leadership, strategic vision, resourcing, coordination, and governance oversight.

The project is managed by UNICEF Iraq's WASH section with support from UNICEF Adolescent Development and Adolescent Participation (ADAP) and Social and Behavioural Change (SBC) experts. The UNICEF Iraq field office in Basra supervises and monitors implementation in Basra. The Governorate Office of Basra and Directorates of Water, Youth and Sports and Education in Basra are critical sub-national government partners, while the MoCHPM is the advisory national partner.

Main non-government implementing partners are:

- Nudhum Al Bena Consultancy: water distribution network assessments in the different sub-zones

- Mercy Hands: implementation of the You-Act project for skills building for young people, skills activation through economic and social engagement and participatory action research with youth.
- Arab Countries Water Utilities Association (ACWUA): capacity building for Iraqi technical staff on water management
- Empowerment Organization: introduction of solar-powered water systems in initial 24 schools

Many development partners including UN agencies, resource partners/donors, private sector organizations, local and International NGOs are supporting the Government of Iraq in the water and sanitation sector in Iraq and in Basra specifically. The project seeks complementarity and synergies with the related projects underway in the sector. At national level the government-led sector coordination WASH Working Group is used to coordinate linkages.

Project budget

The total project budget equals USD 6,980,359, of which 83% is funded by the European Union and 17% by UNICEF.¹⁷

Monitoring and data sources of the project

Monitoring

A results matrix with indicators formulated at outcome and output level was developed as part of the project proposal. UNICEF reports on the indicators on an annual basis in a progress report to the donor. Two annual progress reports are currently available.¹⁸ The progress reports also present a detailed description of activities implemented. However, as mentioned previously, the 2024 ROM identified irregularities and deficiencies in the indicator framework.

As part of the implementation several programme documents have been signed with implementing partners, each of which have a results framework with indicators, baseline values and target values. Implementing partners report periodically on the progress of these indicators.

Furthermore, UNICEF staff conduct periodic field monitoring to verify implementation on the ground. Qualitative field monitoring reporting is captured in UNICEF's eTools system. The project also supported the creation of beneficiary feedback mechanisms.

Additionally, pre- and post-measurement of smart water meter readings was conducted among a sample of households in areas where the Nonrevenue Water campaigns were implemented in order to assess change in water use and water conservation.

Finally, all schools supported through the project are connected to a digitalized monitoring system that captures data on water consumption, water loss and carbon reduction and provides data on GPS coordinates, student numbers (girls and boys) and school staffing.¹⁹

Studies, reviews and other data sources

The project has generated several studies to inform the reconfiguration of the water supply system and advocacy related to youth employment (see Annex 4 for an overview). The assessments of water distribution networks offer important baseline information about water supply quantity and quality and estimated demand in each sub-zone. The establishment of the SCADA automated monitoring system at the R-zero water pumping and treatment plant and the digitalization of water distribution monitoring at sub-zone/DMA level offer ongoing data on water supply quantities that can be used by the evaluation.²⁰ Furthermore, the governorate takes continuous water quality measurements, which data can also be requested.

¹⁷ UNICEF contribution was funded by a Dutch government grant.

¹⁸ First progress report covering 13 December 2021 - 12 December 2022, and second progress report covering 13 December 2022 - 12 December 2023.

¹⁹ This data is available via a password protected website (in Arabic).

²⁰ The digitalization of water distribution monitoring with the DoW is currently under way and is expected to be fully implemented in November 2024. The usefulness of this data in combination with the baseline assessment data needs to be assessed during the evaluation inception phase.

At the end of 2023 the EU contracted a Result Oriented Monitoring (ROM) exercise to conduct a midterm review of the project.

Purpose and objectives of the evaluation

The main purpose of the evaluation is to generate evidence that supports modeling to scale. From a summative evaluation perspective, the evaluation needs to demonstrate whether, how and under what circumstances the innovative solutions promoted by the project were worthwhile in order to inform their potential replication and scale up in the future. From a formative perspective, the evaluation needs to allow the stakeholders to develop a better understanding of the change process leading to the intended output and outcome changes, and draw lessons that are useful to refine the implementation strategy for potential replication and scale up of the project interventions. In doing so, the evaluation will contribute to learning by UNICEF and stakeholders on how to achieve results in projects with a similar implementation approach.

The primary intended users of the evaluation are UNICEF Iraq and Basra government. UNICEF Iraq will use the evaluation evidence to inform strategies under its new country programme to address water scarcity and water quality issues, mitigate and adapt to climate risks, and empower young people as agents for change; and support evidence-based decision making about potential replication and scale up of effective, sustainable and equitable solutions that improve results for children. Basra government can use the evidence to guide replication of the solutions across all of its districts. Furthermore, the MoCHPM, Water Directorates in other governorates and associated partners are secondary users as the evaluation evidence can inform their decisions about and support for replication and scale up of the proven solutions. The evaluation findings will also allow to account for results achieved to the project donor, the European Union. Finally, the evaluation will be used by the engaged youth and other rightsholders to voice their feedback.

The objectives of the evaluation are the following:

1. Assess to what extent the solutions promoted by the project—particularly the water sub-zoning approach and supporting social behavioural change actions—have been relevant, effective, efficient, sustainable and equitable to strengthen the knowledge and capacity of the water sector and its stakeholders, at service delivery and system level, to supply, demand and use of safe and quality water for human consumption; considering unintended results, impacts on the broader community and environmental, social, economic and institutional system, and heterogeneous effects for different target groups and contexts.
2. Assess to what extent youth engagement, skilling and community engagement have been relevant, effective, sustainable and equitable to generate green job and entrepreneurial opportunities, empower young people as agents for change and leverage community actors to promote behavioural change related to efficient and accountable water use, climate resilience and green growth; considering unintended results and heterogeneous effects for different target groups and contexts.
3. Assess how well different project interventions have been integrated and complemented each other (both in terms of design as well as implementation), achieved synergies with interventions and initiatives implemented by other actors, and promoted collaboration and coordination across actors.
4. Examine the replicability and scalability of the proposed solutions, identifying contextual factors, core mechanisms and enablers that have influenced project implementation and outcomes and assess their likelihood of replication in different contexts.
5. Identify lessons learned and good practices that are useful to guide replication.

Guided by these objectives it is expected that the evaluation will identify actionable recommendations with a view to informing the improvement of the promoted solutions, their implementation strategy and the decision making for replication.

Evaluation scope

Thematic: this evaluation is to cover all components and results areas of the project, with specific attention to the design and implementation of the sub-zoning approach as a potential model for replication. Furthermore, the youth and community engagement interventions need to be examined considering their direct intended and unintended results as well as linkage with the water supply, demand and use. The evaluation needs to pay special attention to the project's contribution to system strengthening and leveraging the private sector. Furthermore, part of the project objective is to contribute to environmental goals such as adaptation to climate change and natural disasters, and contribute to climate resilient water services. Therefore, the evaluation needs to examine the project's contribution to climate adaptation and resilience.

Time: the evaluation covers the full project period 2022-2024. Project implementation will still be finalizing during October-November 2024 in parallel with the evaluation process. The exact time for reporting on progress will be discussed during evaluation inception.

Geographic: The evaluation of project implementation and results will be geographically concentrated in Basra City, with a specific focus on the targeted sub-zones. However, the project also implemented few activities at Basra governorate level and involved actors beyond Basra governorate. These activities and actors also need to be covered by the evaluation but are limited in scope.²¹

Stakeholders: the project has engaged with a wide range of stakeholders, which the evaluation needs to consider for consultation. A stakeholder analysis is required during the inception phase. An important target group of the project is young people. The evaluation needs to consider innovative ways to engage young people as part of the evaluation process.

Evaluation questions

The evaluation will seek to generate evidence in relation to the following evaluation criteria of the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC): relevance, impact, effectiveness, efficiency, coherence and sustainability.²² In addition to these criteria, the evaluation questions will incorporate principles of gender, human rights, (disability) inclusion and equity and will address climate change adaptation and mitigation measures. Regarding the criteria of impact, the evaluation is expected to evaluate within the methodological possibilities, the contribution, or at minimum plausible contribution, to impact level results.²³ A set of evaluation questions in relation to each of the above-mentioned evaluation criteria is set out below. These evaluation questions target together the evaluation objectives outlined above.

Where needed, and based on the analysis of information during the inception phase, the evaluation team may suggest changes to the evaluation questions in this ToR; any changes should remain in line with the evaluation objectives.²⁴ The bidding teams should demonstrate their understanding of the criteria and evaluation questions in the technical proposal, and can already propose/explain adjustments based on their understanding of the object, purpose and objectives of the evaluation. Table 2 presents the evaluation criteria and questions.

²¹ The main activity that had a geographical scope beyond Basra City was the training of planning professionals and water technicians during the first year of the project, which included staff from other Governorates and MoCHPM.

²² See <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

²³ The definition of impact as formulated by the OECD/DAC evaluation criteria is hereby considered, looking at higher-level, transformative effects of the programme (e.g. at community level) beyond the direct intended outcomes of the programme.

²⁴ Deviations from the evaluation questions in this ToR should be explained in the inception report.

Table 2: Evaluation criteria and questions

Evaluation criteria	Evaluation questions (EQ)
Relevance	<ul style="list-style-type: none"> - EQ1. To what extent are the project interventions and solutions designed in a way that is sensitive to the Basra context²⁵ (and changes in context across sub-zones/communities), the actual needs of the different project target groups, including the most vulnerable groups, and subnational and national government priorities and global commitments? - EQ2. To what extent do the sub-zoning approach, youth engagement and community interventions address binding constraints that obstruct systemic improvement in access to equitable, sustainable/climate resilient and safely managed water and in employability of young women and men in the green economy respectively?
Coherence	<ul style="list-style-type: none"> - EQ3. How well have synergies or been created between different project components to achieve more effective and efficient implementation and enhance sustainability? - EQ4. To what extent have the project interventions created synergies with other initiatives and strengthened public-private partnership? To what extent have other initiatives and policies hindered project implementation and vice versa?
Effectiveness	<ul style="list-style-type: none"> - EQ5. How well has the project achieved its intended results for the different targeted groups and under which circumstances, in the areas of access to equitable, sustainable/climate resilient and safely managed water, youth empowerment and employment, and behaviours and awareness related to water and hygiene practices and climate change? Were there any unintended results? And which changes achieved by the intervention are most valued by the targeted groups (with differentiation by targeted groups)? - EQ6. What was the process/mechanism by which the intervention's activities and outputs contributed to outcome-level results? And which factors are required for the interventions to achieve its intended results? - EQ7. How well has evidence and monitoring information informed effective and timely implementation and any project adjustment, and contributed to the achievement of results? How useful is this evidence and information to support potential replication of the interventions?
Efficiency	<ul style="list-style-type: none"> - EQ8. To what extent have changes in access to equitable, sustainable/climate resilient and safely managed water and youth empowerment and employment been achieved in a cost-effective way and through adequate use of resources?
Impact	<ul style="list-style-type: none"> - EQ9. What social, behavioural, environmental, economic and institutional changes has the project interventions plausibly contributed to beyond the direct, intended project outcomes?
Sustainability	<ul style="list-style-type: none"> - EQ10. To what extent are the achieved results likely to continue after the project ends (considering, among others, continued maintenance of water system improvements, continued resourcing and capacities, necessary policies, local acceptance and ownership, and environmental and climate change risks)? Is an adequate exit strategy in place for the different project interventions? - EQ11. To what extent and under what conditions can key project intervention/models, especially the sub-zoning approach and the approach to youth skilling and skills activation, be replicated and scaled up?
Justice between women and men, girls and boys (JbWMGB), equity, human rights, (disability) inclusion and climate change	<ul style="list-style-type: none"> - EQ12. To what extent were JbWMGB, human rights, (disability) inclusion and equity principles integrated into the design, implementation and monitoring of the intervention (not just in principle but through concrete measures)? - EQ13. To what extent have climate change preparedness, mitigation and adaptation measures been addressed in the design and implementation of the project?

²⁵ Such as, social, economic, demographic, infrastructural, environmental, institutional, political, and cultural context.

Methodological approach

Overall methodological approach. The methodological approach is based on the norms and standards of the United National Evaluation Group (UNEG) and will comply with relevant UNEG and UNICEF guidance materials such as the guidance on integrating human rights and gender into evaluation. The methodology will be further elaborated during the inception phase, and the annexes of the inception report will include the data collection instruments and evaluation matrix.

The methodology is framed around the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, sustainability, efficiency and impact while also incorporating UNICEF's guiding principles on justice between women and men, girls and boys (JbWMGB), (disability) inclusion, equity and human rights. In doing so, the methodological approach will pay attention to vulnerable or 'at risk' groups to ensure that their needs are identified, represented, and addressed through the data collection and analysis techniques. Impact is interpreted as formulated by the OECD/DAC evaluation criteria, looking at higher-level, transformative effects of the programme beyond the direct, intended outcomes of the programme within its sphere of influence. Given the broader potential effects of the project approach, the evaluation will assess to what extent impact level results can be observed (with a plausible contribution link to the intervention).

Theory-based approach. The project is characterised by a complex intervention logic aiming for results in different areas (e.g. water-related outcomes and youth-related outcomes), targeting and engaging different groups and stakeholders, interacting with different other initiatives, and affected by a variety of contextual factors. During the inception phase the evaluation team will revise and refine the intervention logic, based on the insights generated from the desk review and from inception interviews with key stakeholders. The revised intervention logic needs to be evaluation proof, specify the expected result chains and underlying assumptions and inform the design of the evaluation matrix, particularly the definition of relevant and specific indicator, and later onwards for the analysis of the findings. In particular, the nested intervention logic of the core solutions promoted by the project such as the sub-zoning approach and the skilling and economic activation of young people in the green economy needs to be well outlined as they present potential models for replication and scale up.

Given the multiple interrelationships of elements and stakeholders that contribute to the achievement of project results the evaluation cannot examine the project in isolation but needs to take a **systemic perspective**. The evaluation approach needs to ensure that interrelationships of the project interventions with the wider system and different stakeholder perspectives are well considered. This will be important not just to understand the results achieved by the project but also its replicability and scalability in other contexts.

Evaluation matrix. The evaluation team will suggest in the inception report a specific and detailed evaluation design that outlines how the evaluation question will be addressed. The evaluation team will outline its approach to answering the evaluation questions in an evaluation matrix, which sets out the evaluation sub-questions, the specific information (indicators and sub-questions) which is necessary to answer the evaluation questions, the qualitative and quantitative indicators which relate to the evaluation questions, the data sources and data collection methods for answering the evaluation (sub-)questions, and the limitations in data or in the ability to analyze it. The evaluation matrix informs the evaluation methodology and will guide the analysis of information. Furthermore, as part of the evaluation matrix or a separate section, all results to be assessed need to be unpacked/specified in measurable attributes.

Mixed methods and triangulation. The evaluation will use a mixed-methods approach to data collection & analysis including both quantitative and qualitative methods. The inception report will describe explicitly how the mixing of methods occurs in the design and the analysis & sensemaking phases, how the combination of methods will mutually reinforce each other, and how triangulation will be addressed.

Data collection methods. The evaluation team will conduct an initial **desk review** of existing information sources during the inception phase. The purpose of this initial desk review is to ensure that the evaluation design is informed by the latest evidence on the solutions promoted by the project (e.g. sub-zoning approach,

youth skilling approach),²⁶ is informed by available data sources and is feasible in the context of the intervention. At the start of the inception phase, the evaluation team will be given access to a documentation folder where UNICEF has collected relevant data sources. Since some documents will be in Arabic, the evaluation team needs to have the capacity to analyze documents in Arabic. The evaluation team is responsible for identifying and reviewing other additional documents that may complete the documents available in the documentation folder. The review and use of secondary data will not be limited to the inception phase but is a critical method to be used throughout the evaluation. The project has generated a wide range of evidence and documents that can inform the response of the evaluation questions. Furthermore, project partners have access to useful data that can be accessed and used (e.g. water quality and distribution data). With this ToR and the document folder as a starting point, access to relevant information needs to be further mapped during the inception phase and included in the evaluation matrix.

In addition to the desk review, the following primary data collection methods should be considered for information gathering, **key informant interviews** (structured and/or semi-structured), **focus group discussions** or other group-based data collection, **remote surveys**²⁷ and **field observations**. The data collection methods should cover adequately the different target groups and ensure that the perspectives of multiple stakeholders are captured. It will therefore be important to conduct a stakeholder analysis as part of the inception phase building on the draft stakeholder mapping in annex 3. Key informant interviews, field observation and group discussions need to be mostly conducted in person. All data that the evaluation team collects will be disaggregated by sex and lifecycle (adolescents vs older youth). The data collection methods listed here are not binding. The evaluation team leader can suggest any (combination of) methods that is a best fit for this evaluation.

The team will be responsible for collecting data with minimum involvement of UNICEF staff in day-to-day data collection. However, UNICEF will facilitate at the start of the data collection phase the contacts between the evaluation team and the interviewees/locations. Specific mechanisms for feeding back results of the evaluation to stakeholders will be included in the methodology.

Youth participation and voices. Youth engagement is a core component of the project. Youth have participated in and benefitted from different interventions in various ways. The evaluation will therefore need to consult youth during data collection considering the diversity of their involvement and multiple methods. Evaluation teams are encouraged to propose innovative and age-appropriate methods. Any method needs to be sensitive to equity and impartiality ensuring that voices of some youth categories are not excluded due to the method used.²⁸

Besides consultation as part of data collection, the evaluation process should engage youth in other phases of the evaluation, promoting a participatory evaluation approach. For example, youth representatives can be part of the sensemaking and validation of preliminary findings following the data collection phase. Furthermore, UNICEF will invite two youth representatives to form part of the evaluation steering committee. The bidders need to present in their technical proposal ways to incorporate youth participation in their evaluation approach and are encouraged to consult [UNICEF guidance on adolescent participation in UNICEF monitoring and evaluation](#). Final choice of data collection methods and ways to involve youth in the evaluation process will be agreed during the inception phase.

Data analysis. The inception report will mention explicitly the analytical approach that will be used for analyzing the data, and consequently for generating insights and sensemaking based on these findings, and this in line with the suggested evaluation method.

²⁶ Extensive literature exists on sub-zoning of water distribution systems. Also, extensive literature and evaluations exist on youth life skills interventions.

²⁷ Given resource limitation it is not expected that the evaluation team will implement in-person sample surveys. However, brief remote surveys with specific target groups can complement the qualitative data collection (e.g. with targeted youth or school stakeholders).

²⁸ For example, some of the youths were trained on [U-Report](#) and therefore may be registered on the U-report platform. While due to confidentiality the U-report platform cannot be used to target project participants for data collection, it could be used to collect youth viewpoints on general topics among youth in a specific geographical area, bearing in mind that the U-reporter population is not representative of the entire youth population.

Sampling strategy and selection of respondents. The evaluation team is responsible for suggesting in the inception report a sampling approach that will be used for selecting key stakeholders to be consulted. The inception report will explicitly outline the sampling approach, including the sampling criteria and their rationale and this should be detailed at the level of each data collection method. The sampling approach will also include a description of any potential bias and limitation, including steps towards addressing the bias and limitations. The sampling approach will be informed by the desk study, the stakeholder analysis and the orientation interviews undertaken during the inception phase. The sampling strategy should ensure that the samples adequately reflect the diversity of stakeholders of the intervention and pay special attention to the inclusion, participation, and non-discrimination of the most vulnerable stakeholders. Given that there is a policy intention to scale up the sub-zoning approach, it is important that the evaluation generates insights and lessons across different contexts, so learnings about how contextual factors affect results are maximized.

Stakeholder participation. The evaluation will promote participation of the key stakeholders in order to maximize the usefulness and uptake of the evaluation. Besides youth participation (see above), the evaluation approach needs to promote participation of government staff as it cannot only leverage their knowledge but also contribute to their learning. However, government participation beyond their consultation during data collection needs to be balanced with time and resource constraints.

Limitations and risks to the evaluation

Limited evaluability – results matrix. The 2024 ROM concluded that the quality of the existing logframe is poor. The intervention logic does not present a faithful representation of the intervention scope and objectives, nor sound interrelations between results. Furthermore, the ROM identified irregularities and deficiencies in the indicator framework. Therefore, during inception the evaluation team needs to review and refine the results framework and define relevant and robust indicators that allow to measure expected results in a valid and reliable way.

Siloed, partial evaluation approach. The project includes diverse components targeting multiple stakeholders. An important component is the introduction of the water sub-zoning approach at systems and operational level, considering both the water supply, distribution and management dimension as well as the behavioural and social dimension. Furthermore, the project has promoted youth engagement and economic empowerment including private sector engagement. This complexity will require a holistic and systemic evaluation approach drawing on expertise in multiple areas to be able to cover all areas of interest.

Reporting bias. Evaluation as an instrument may be considered as threatening, and respondents may for that reason be reluctant to share information and experiences, resulting in reporting bias. Evaluators will do their best to find ways to mitigate these challenges by developing culturally appropriate data collection protocols that include a careful explanation of the purpose of the evaluation, of informed consent and voluntary participation, stressing that anonymity and confidentiality is protected and that evaluations do not result in negative personal or professional consequences.

Evaluation implementation timeline. The evaluation is implemented at the end of the project implementation period (until end November) and during the financial closure period of the project. Given that the EU-funded grant does not allow flexibility for extension, the evaluation implementation timeline does not have flexibility of extension.

Ethical considerations

The evaluation will adhere to the [UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis](#). The evaluation team together with the evaluation contractor will give special attention to ethical considerations and will put in place adequate measures for oversight throughout the evaluation period. The evaluation team will adhere to the above-mentioned UNICEF procedure on ethics. All evaluators and field data collectors involved in primary data collection should have undergone basic ethics training – specifically UNICEF’s course ‘[Introduction to Ethics in Evidence Generation](#)’ on AGORA and will be asked to submit at the start of the inception phase their certificate of this AGORA training.

The evaluation contractor and team must demonstrate personal and professional integrity during the whole process of the evaluation and must respect the right of institutions and individuals to provide information in confidence. The evaluation contractor and team must ensure informed consent, respecting people's right to provide information in confidence and making evaluation participants fully informed about the nature and purpose of the evaluation and their requested involvement and fully aware of the scope and limits of confidentiality. Participants who wish to withdraw from the evaluation after providing consent will be free to do so. The team and its members must take care that those involved in the evaluation have an opportunity to examine the statements they made. Furthermore, the team must respect ethics of research while working with children including using age-appropriate consent forms, age-appropriate data collection instruments, and respect the principle of do no harm.

The evaluation process and consultants must be sensitive to beliefs, manners, and customs of the social and cultural environment in which they will work. The consultants must be especially sensitive to and address issues of protection, discrimination and gender inequality. Furthermore, the consultants are not expected to evaluate the personal performance of individuals and must balance an evaluation of management functions with due consideration of this principle.

Overall, the evaluation does not involve more than minimal risk to subjects and has more benefits than risks. However, since the evaluation may deal with gender-related issues, the data collector may face instances of respondents speaking of sexual harassment, abuse, or violence etc. If the evaluation team uncover evidence of wrongdoing, such cases must be addressed in line with the above-mentioned UNICEF procedure on ethics in evidence generation. All data collectors will therefore need to undergo appropriate ethical training and be well versed with protocols when faced with issues on field. It is for the evaluating contractor to pre-empt all risks and ensure that the agency and its data collectors undergo all training and adhere to strict standards even when local settings permit looser standards.

The evaluation contractor and team are responsible for ensuring that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals. All results will therefore be reported at a sufficient level of aggregation and of triangulation, and no identifying information will be disclosed. Data storage and security must also be ensured at all stages of the evaluation and the evaluation contractor needs to adhere to strict protocols of securely storing the data as per the UNICEF procedure; the evaluation inception report must therefore detail all data protection and data storing (for primary data) measures taken. Furthermore, the evaluation contractor is encouraged to outline what ethical review mechanisms they can provide, or leverage and it is the responsibility of the evaluation team leader to ensure there is no conflict of interest when carrying out this activity.

The evaluation will undergo ethical clearance once the inception report with its data collection instruments and data collection protocols is available. The ethical clearance process will be facilitated by the UNICEF evaluation manager. The data collection can only start after ethical clearance has been granted.

The Contractor/ Evaluation Team will not communicate evaluation evidence or will not publish or disseminate the evaluation report, data collection tools, collected data or any other documents produced from this evaluation without the explicit permission of, and acknowledgement of UNICEF.

Quality assurance

The evaluation process and the evaluation deliverables need to comply with *UNICEF Evaluation policy*, the *UNICEF adapted UNEG Evaluation report standards* and the operationalization of the quality standards in the *UNICEF GEROS handbook*. The evaluation contractor, together with the evaluation team leader are in charge of ensuring that the evaluation process and all its deliverables respond to the UNICEF quality expectations.

The UNICEF evaluation manager provides quality oversight and quality reviews of the deliverables; the UNICEF regional evaluation adviser provides final quality assurance on all key deliverables. The evaluation report will be quality reviewed against the GEROS handbook of UNICEF and UNICEF request revisions until the product meets the UNICEF quality standards. The evaluation team will need to conduct a self-assessment of GEROS criteria when delivering the draft evaluation report. The evaluation report needs to be proofread for style and spelling before submission to UNICEF.

Evaluation contractor. The company contracted for the evaluation is responsible for the overall delivery of the evaluation according to the ToR and the inception report and in line with the quality standards of UNICEF. The company ensures that the team profile covers collectively the skills and experiences described in these terms of references, puts the necessary measures in place to provide backstopping to the evaluation process, sets up an internal quality assurance process, assure that the quality of the deliverables meets UNICEF's requirements, and takes measures to address issues on these matters. It subcontracts any required services needed to deliver the evaluation, except any external ethical review (unless the contractor has easy access to an internal ethical review board).

Evaluation team. The evaluation team is responsible for conducting the evaluation as described in these terms of references and subsequently operationalized in the inception report. The **evaluation team leader** is responsible for the implementation of the evaluation, for the timely delivery of evaluation deliverables and for their compliance with the UNICEF evaluation quality and ethical procedures that apply. More precisely, the evaluation team leader is expected to lead the evaluative thinking throughout the evaluation process, from inception report to final report so that the evaluation findings reflect a sufficient level of evaluative insights and sensemaking. S/he is responsible for technical oversight and management of all evaluation team members and ensures that the content of the evaluation report addresses the evaluation objectives and questions and responds to the purpose of the evaluation including the needs of the key users. The evaluation team leader will in conjunction with the evaluation manager develop a realistic design and workplan for the evaluation and the evaluation manager is responsible for quality assurance during data collection and analysis processes. The evaluation team leader presents the preliminary findings to the stakeholders and facilitates interaction on the findings; the evaluation team leader will provide written responses to comments made from key-stakeholders on the draft report through the comments-matrix. The evaluation team leader will ensure that the evaluation deliverables uphold the UNICEF standards and works closely with the evaluation manager responsible for reviewing the deliverables until the approval of the deliverables. Finally, the evaluation team leader provides regular progress reports to the evaluation manager and is the liaison person for all communications of the evaluation team with UNICEF.

Evaluation Steering Committee. The Steering Committee is a group of stakeholders acting as the decision-making body of this evaluation: the Steering Committee endorses the terms of reference and the inception report, which includes taking final decisions on the scope, purpose, objectives and evaluation questions and the methodological approach of the evaluation. Any unforeseen events and challenges that the evaluation might face during its implementation should be discussed with the Steering Committee when these affect the agreement of the Steering Committee on the ToR and the Inception report.

The Steering Committee is chaired by the Representative of UNICEF in Iraq and includes membership from UNICEF, Basra government, national government, the EU and youth representatives.

Regional evaluation adviser. The regional evaluation adviser of the UNICEF Middle East and North Africa Regional Office provides a second level of oversight and of UNICEF quality assurance to the evaluation (first level provided by the evaluation manager of the UNICEF Country Office to Iraq).

Evaluation manager. The evaluation specialist of UNICEF Iraq is the evaluation manager of this evaluation, and is supported in this by the Research & Evaluation Officer. The evaluation manager coordinates and manages the evaluation process, provides oversight and conceptual support and inputs into all aspects of the evaluation (approach and methodology) ensuring that the evaluation process and the evaluation deliverables respond to the UNICEF quality and ethical requirements for evaluative work, and to the UNEG evaluation norms and standards. The evaluation manager quality reviews all the evaluation deliverables and clears & recommends all deliverables for payment. The evaluation manager and the evaluation officer organize online periodic meetings with the evaluation team, and with other stakeholders according to the needs, and liaise with the client to facilitate access to data, information and stakeholders.²⁹ The evaluation manager develops and implements, together with the UNICEF WASH and the Communication & advocacy sections, a

²⁹ The periodicity of the coordination meeting between the evaluation team and the evaluation manager is agreed during inception. It is generally weekly during inception but less frequently during data collection, analysis and reporting.

communication and dissemination plan for the evaluation, and provides methodological support to and quality assurance of the evaluation management response. The evaluation manager acts as secretariat for the Evaluation Steering Committee.

UNICEF Programme staff. The Chief of WASH section, together with the WASH team, and UNICEF colleagues from ADAP and SBC teams at national and Basra field office level are in charge of the day-to-day implementation of the project activities. They ensure access to all relevant data and information and facilitate access to the stakeholders, including setting up interviews and other arrangements to facilitate the data collection with relevant stakeholders; provide technical advice and inputs on all relevant aspects of the evaluation; review all key deliverables and support gathering inputs and comments from stakeholders on the deliverables; provide advice on the soundness of the methodological approach and the evaluation findings; advise on the feasibility and usefulness of the recommendations and advise and support on the implementation of the communication and dissemination plan for the evaluation. The chief of the WASH section facilitates the communication and coordination with the government and implementing partners and UNICEF Field Office, and supports the evaluation manager in the organization of workshops/meetings with the stakeholders on presenting the (preliminary) findings and recommendations.

Key deliverables and timeline

Table 3 presents the main phases of the evaluation, their expected timeline and the key deliverables. Overall, it is expected that the evaluation will be conducted in approximately 5 months, with start in October 2024. See also Annex 4 for expectations on the deliverables.

It is expected that international evaluation team members plan for 3 missions to Iraq. A first short mission will be during the inception phase to validate a refined intervention logic and adequate indicator framework for the evaluation, explore and review available data, and understand implementation on the ground in Basra.³⁰ A second longer mission will be during the data collection phase. Those interviews or methods that can be implemented remotely should take this approach, so that in-person data collection can be focused on those stakeholders and methods for which interpersonal contact is important and remote consultations are inconvenient or inappropriate. At the end of the data collection phase the evaluation team needs to facilitate workshops with stakeholders to discuss and support sensemaking of preliminary findings. This needs to include a workshop with youth. A final mission, which can include just the team leader, will take place to discuss the findings and draft recommendations based on the draft report.

The final evaluation report needs to adhere to [UNICEF's evaluation report standards](#) and Geros quality assurance criteria. When delivering the draft report, the evaluation team will submit a self-assessment against Geros quality assurance criteria using a checklist that UNICEF will provide. All final evaluation products (including the report) need to be copy-edited and graphically designed at high quality standards, ensuring the use of cohesive, easily readable and grammatically correct language and a visually attractive organization of the information.

Table 3: Evaluation phase, deliverables and timeline

Phase	Deliverable/Decision	Duration	Comments
Inception phase			
Kick-off meeting		2h	Evaluation team – evaluation contractor – client – evaluation manager. After contract signature.
Inception, including inception mission	Final draft inception report	4 weeks	Inception report to be delivered on week 4 Inception will include, among others, orientation interviews with key stakeholders and a revision/refinement of the intervention

³⁰ This can include some orientation interviews with implementing partners. Remote orientation interviews with UNICEF staff are expected to have already taken place as well as initial desk review of shared information. The mission needs to be targeted at validating and filling information gaps after substantial desk-based and remote activities.

			logic. Furthermore, relevant secondary data need to be identified and reviewed. The draft inception report has been quality assured by the evaluation team leader and evaluation manager
Inception report review by Steering Committee	Final inception report approved	2 weeks	Final draft inception report will be shared with Steering Committee members in English and Arabic translated versions. Meeting of the Steering Committee takes place at the end of the 2 week period.
External ethical review	Ethical clearance received.		The draft inception report, including data collection tools and informed consent forms, are submitted for ethics clearance during the review by the Steering Committee
1th Payment			After approval of Inception report by Steering Committee and after ethical clearance has been granted.
Preparation data collection phase	Data collection instruments tested. Field work plan	<i>In parallel with approval inception report</i>	This runs in parallel with the approval of the inception report. The preparation includes a detailed planning of the field work, organization of the practicalities around the field work and the testing & adaptation of the data collection instruments.
Data collection and analysis			
Data collection	Data collection	3 weeks	
Preliminary analysis and sensemaking	Presentation and discussion of the preliminary findings	1 week	In a workshop with the stakeholders of the evaluation, at the end of data collection phase and before report drafting. Purpose is to receive feedback from stakeholders on preliminary analysis & sensemaking and develop a sense of potential recommendations.
2nd payment			After the presentation of the preliminary findings to the stakeholders at the end of the data collection phase.
Report drafting			
In-depth analysis and report drafting	First draft evaluation report	3 weeks	
Quality review		2 weeks	Quality review ends when all major quality review observations made by the evaluation manager have been addressed so that the report is ready for commenting. The duration of this phase might be extended for this reason.
3th payment			Draft report sent for commenting to stakeholders after all quality review comments requested by the evaluation manager have been addressed in a satisfactory manner.
Commenting phase	Second draft evaluation report, after all quality review comments of the UNICEF evaluation manager have been addressed by the evaluation team leader. The second draft will include the 4-5 pages executive summary	2 weeks	Commenting by all stakeholders typically takes 2 weeks.

Discussion of findings and draft recommendations	Participatory workshop about findings, conclusions and recommendations		Workshop with limited number of stakeholders to further discuss findings, feedback and refine the recommendations
Final draft and review hereof		1 week	Includes addressing all comments in the comments table and in the evaluation report, followed by quality assurance of the final draft version of the evaluation report and the comments matrix.
Final report			
Final report and slide deck.	Final evaluation report, including the 4-5 pages executive summary, an evaluation brief and a 15-20 slide deck	1 week	
Dissemination workshop	Presentation of the findings, conclusions and recommendations.	2 days	
4th and final payment			After approval of the evaluation report (incl. executive summary and evaluation brief) and slide deck by the evaluation manager.

Qualifications of the evaluation team

The evaluation team should have the experience, qualifications, mix and complementarity of expertise to manage the evaluation effort. The team needs to consist of at least a team leader complemented by one or two team members in function of the required expertise and qualifications that can be provided by the proposed team members.

To the extent possible composition of the team follows the guidance below, with proper justification for departing from the guidance. First the specific qualifications and expertise of the team leader are presented, followed by the combined qualifications and expertise to be covered across the team members (some of which can be covered by the team leader).

Evaluation team leader

- A Master's Degree or higher in civil or environmental engineering, social sciences, public management, economics, international development or a related area; specialization relevant to themes covered in this evaluation is desirable.
- Strong skills and expertise in evaluation theory and conceptual frameworks; strong qualifications in qualitative and quantitative data collection tools, and in analysis methods; experience with applying a systems perspective in evaluation is desirable.
- Proven experience as evaluation team leader (final evaluation reports should be submitted as part of the technical proposal).
- Experience with theory-based evaluations, development of theories of change/intervention logics and results-based management.
- Previous experience in conducting evaluations or research or other strategic analysis efforts in the MENA region is desirable.
- Sound understanding of the child rights agenda, and of UNICEF's mandate.
- Strong interpersonal skills.
- Readiness to travel to Iraq and within Iraq.
- Excellent level of English (oral communication, reading documents, writing complex reports); proficiency in Arabic is desired.
- Understanding of the UNEG norms and standards for evaluation, and of the UNICEF procedure on ethics in evidence generation. Familiarity and satisfactory experience executing a contract with UNICEF evaluation (at any level) is an added advantage.

Combined evaluation team members

Overall, the team should be able to meet the following qualifications and experience:

- An advanced university degree in sanitary/environmental engineering.
- Expertise in analyzing, modelling or/and researching water distribution systems for human consumption, including social and behavioural dimensions; previous experience with sub-zoning of water distribution systems desirable.
- Expertise in climate change or climate sciences, particularly in climate change mitigation or/and adaptation related to water-related risks; such expertise in the MENA region is desirable.
- Expertise in conducting research, evaluation or analysis about youth engagement, skilling and empowerment; expertise in youth engagement related to climate change, WASH or green economy is a plus.
- Experience in conducting evaluations, preferably in the areas relevant to the project; previous experience with UN evaluations is desired.
- Strong technical expertise in qualitative and quantitative data collection methods and tools.
- Sound experience in conducting data collection with/about adolescents and youth.
- Expertise and experience in integrating JbWMGB, equity and human rights in evaluations; experience with integrating disability in evaluation or research is desired.
- Sufficient understanding on ethics in evidence generation, sound understanding of the child rights agenda, and of UNICEF's mandate.
- In-depth understanding of water and climate change issues in Iraq and the stakeholders involved.
- Iraqi nationality and residence in Iraq; residence in Basra is a plus. At least half of the team members need to have previous work experience in the MENA region.
- Fluency in Arabic and proficiency in English (oral communication, reading documents, analysing data).³¹
- Readiness to travel to and in Iraq.
- Strong communication and interpersonal skills, with the ability to communicate clearly and effectively with stakeholders from different backgrounds.

The evaluation team should reflect an appropriate cultural balance and balance between male and female team members.

Technical evaluation criteria

1. The technical proposal should include the following:

a) The proposed evaluation team, with the following required content:

- CV of the team leader. This criterion will be assessed against the elements provided in the section *Qualifications of the Evaluation Team*. The CV will be assessed against the depth and length of the experience, and the strength of expertise and skills mentioned in this section.
- CVs of the evaluation team members. This criterion will be assessed against the elements provided in the section *Qualifications of the Evaluation Team*. The CV will be assessed against the depth and length of the experience, and the strength of expertise and skills mentioned in this section.
- Samples of work of the evaluation team leader (see table below).

UNICEF may decide to invite the evaluation Team Leader and/or the evaluation team member for an interview as part of the evaluation process. The scoring of the interview will be reflected in the scoring of the evaluation team leader and/or the evaluation team members. UNICEF may contact the listed contact persons that are mentioned in the CV related to earlier assignments.

b) A note on the evaluation approach (maximum 25 pages, excluding annexes), addressing following elements:

³¹ Many project documents and stakeholder consultation will be in Arabic. The evaluation team needs to be able to manage this without UNICEF support.

- a critical reflection of the evaluation approach with suggestions of an evaluation approach/approaches and their rational, demonstrating the evaluation team leaders' capability of identifying what is required to develop and finalize an evaluation approach, preferably with innovative elements, within the boundaries of this evaluation; this should be a reflection on, and not a description of a suggested evaluation approach. The following needs to be at least covered:
 - overall evaluation design and framework, including explanation of the approach to address the evaluation questions;
 - proposed data collection and analysis methods, including justification given the evaluation questions, intervention description and initial stakeholder mapping;
 - explanation of systematic methods for literature review, document review and secondary data analysis;
 - explanation and justification of sampling strategies and proposed number of interviews/surveys/etc;
 - approach to engage young people in the evaluation process;
 - approach to operationalize the integration of human rights, JbWMGB, equity and disability in the evaluation design and process.
- a description of the approach for ensuring that the quality of the evaluation process and of the evaluation deliverables is in line with the quality expectations of UNICEF (see above) also taking into account the limitations and risks, and that the ethical considerations are well addressed during the entire evaluation process, in line with the UNICEF procedure on ethics in evidence generation.
- a tentative workplan, based on the ToR, with comments and proposed adjustments, and specifying the involvement of each evaluation team member in each phase (level of effort)
- a summary table of the evaluation team, summarizing how the key evaluation experts fit the requirements described above and indicating their specific responsibilities during the implementation of the evaluation (in line with the financial proposal). A description of the relevant support staff (other than the key evaluation experts) that will contribute to the implementation of the evaluation, including the responsibilities for the contract management and the quality assurance. UNICEF promotes collaboration with universities in Iraq on evidence generation; potential collaborations with a preferably public university is envisioned, this should be outlined here as well.

This note should not include a full proposal for an evaluation methodology as this will be developed during the inception phase.

Bidders must score minimum 15 points on the CV of the team leader and 22 points on the CVs of the combined evaluation team members to be considered technically responsive and compliant and in order for the full technical proposal to be reviewed and the financial proposal to be opened. The incorporation of an Iraqi team member with residence in Iraq is a minimum requirement.

Before the award of the contract, all evaluation team members will be requested to make a firm commitment on their availability and to confirm their willingness to conduct in person field mission in Iraq.

The technical proposals will be evaluated against the following criteria:

Technical Evaluation Criteria		
Section 1: IEVALUATION TEAM LEADER	Evaluation team leader	20
	Evaluation expertise: strong skills and expertise in evaluation theory and conceptual frameworks, and strong qualifications in qualitative and quantitative data collection tools, and in data analysis methods. Experience with theory-based evaluations, development of theories of change/intervention logics and results-based management. Experience with applying a systems perspective in evaluation is desired. To be demonstrated in the CV through at least 10 years of experience in designing and implementing evaluations and through submission of at least 3 evaluation reports developed over the past 5 years by the evaluation team leader.	5
	Evaluation Team Leader: at least 5 years of experience as an evaluation team leader, proven through the CV and through the submission of at least 2 evaluations over the past 5 years.	5

	Education: Master's Degree or higher in civil or environmental engineering, social sciences, public management, economics, international development or a related area. Specialization relevant to themes covered in this evaluation is desired. To be demonstrated in the CV. Copies of academic titles can be requested.	3
	Communication skills: excellent level of English (oral communication, reading documents, writing complex reports); excellent facilitation skills; proficiency in Arabic is desired. Proven through the CV and the submission of sample reports. UNICEF may contact the listed contact persons that are mentioned in the CV related to earlier assignments.	3
	Context expertise: previous experience in conduction evaluations or research or other strategic analysis efforts in the MENA region is desirable. Sound understanding of the child rights agenda, and of UNICEF's mandate (proven through relevant assignments with UNICEF in the past 5 years).	2
	Normative framework: Understanding of the UNEG norms and standards for evaluation, and of the UNICEF procedure on ethics in evidence generation. Proven through previous satisfactory evaluation assignments with the UN. Familiarity and satisfactory experience executing a contract with UNICEF evaluation (at any level) is an added advantage.	2
Section 2: EVALUATION TEAM MEMBER(S)	Evaluation Team Members	30
	Expertise in water systems: technical skills and knowledge in water auditing, water allocation, water systems design tools, water CAD, water resources management, water quality testing, water treatment, hydraulic surveys and/or water safety programming; previous experience with sub-zoning of water distribution systems desirable. Strong understanding of social and behavioural dimension of water system management, use and conservation. Proven through the CV through at least 4 assignments (assessments, research, modelling, evaluation or other type of analysis) over the past 5 years in these fields and through an advanced university degree in sanitary/environmental engineering. Expertise in assessing and analyzing the social and behavioural dimensions of water management and use need to be clearly demonstrated.	8
	Expertise in climate change or climate sciences: expertise in climate change mitigation and/or adaptation related to water-related risk; expertise in MENA region is desirable. Proven through the CV or academic education.	3
	Expertise in youth engagement: expertise in conducting research, evaluation or analysis about youth engagement, skilling and empowerment; expertise in youth engagement related to climate change, WASH or green economy is a plus. Sound experience in conducting data collection with/about adolescents and youth. Proven through the CV with at least 5 years relevant experience in this area.	5
	Evaluation expertise: experience in conducting evaluations, preferably in the areas relevant to the project; previous experience with UN evaluations is desired; technical expertise in qualitative and quantitative data collection methods and tools. Sufficient understanding of the ethics in evidence generation. To be demonstrated in the CV through previous participation in evaluation, at least 5 years of experience with the design and implementation of relevant data collection tools and through a certificate of a training on ethics in evidence generation.	5
	Communication skills: language skills as presented in the qualification requirements (oral communication, analysing data and documents), excellent facilitation skills. Proven through the CV; the CV should therefore also mention at least 3 referees and their contact data.	3
	Context expertise: Iraqi nationality and residence in Iraq; residence in Basra is a plus (at least one team member). At least half of the team members need to have previous work experience in the MENA region. In-depth understanding of water and climate change issues in Iraq and the stakeholders involved sufficient. Understanding of the child rights agenda and of UNICEF's mandate.	3
	Expertise and experience in integrating JbWMGB, equity and human rights in evaluations. Experience with integrating disability in evaluation is desired.	3
Section 3: Overall approach	Overall approach	25
	Appropriate and credible evaluation approach to address the evaluation objectives and questions, including proposed data collection methods and analysis, approach to document/literature review and secondary data analysis, sampling, youth engagement and integration of crosscutting dimensions. Mechanisms for quality assurance and ethical considerations	15
	Workplan: tentative workplan, with comments and proposed adjustments	5
	Summary table of the evaluation team: <ul style="list-style-type: none"> - Complementarity between the evaluation team members in implementing the assignment, and a description of any back office support staff involved in the evaluation - Level of effort of the evaluation team members (including the evaluation team leader) and of the back-office support team in the different phases of the evaluation - Diversity among team members in terms of cultural background and female/male. 	5
Total score		75

2. The financial proposal (**max. 25 points**) must be separated from the technical proposal. Bidders are expected to submit a lump sum financial proposal to complete the entire assignment based on the ToR. Costs will be formulated in US dollars. The lump sum should be broken down to show the detail for the following:

- Cost breakdown by professional fees and travel expenses
- Cost breakdown by project deliverables (based on the ToR)

As per UNICEF procurement procedures, the budget for this evaluation assignment is not disclosed.

Bidders are required to estimate travel costs in the financial proposal. The budget for any international travel needs to be identifiable in the overall financial proposal.

3. The weight allocated between the technical and the financial proposal is 75:25.

a) Technical Evaluation Criteria (75): The passing score for the evaluation team leader is 15/20, the combined evaluation team members is 22/30, and for the technical evaluation, the overall passing score is 50/75. The proposer will be technically scored based on the formula below:

- Bidder A = total score of technical proposal (Bidder A)

b) The Financial Evaluation (25): The bidders who pass the Technical Evaluation Criteria will be financially scored based on formula below:

- Bidder (A) = (Maximum score for price proposal (25 points) x Price of lowest priced proposal(s) among technically passed bidders)/Price of proposal (Bidder A).

c) Total Weight Evaluation will be the cumulative of the two formulas above (Technical and Financial).

All proposals should be sent to UNICEF Iraq Bids at irgtender@unicef.org. A Bid Selection Committee will review all applications as they arrive.

Payment

Payment schedule:

1. acceptance of the inception report by the Steering Committee and ethical clearance granted: 30%
2. presentation of the preliminary findings: 20%
3. sharing of the draft report for comments with the stakeholders:³² 30%
4. approval final report: 20%

Payment will be deliverable based.

Conditions, administrative issues, and official travel

The work is a combination of home based (remotely) work and field work in Iraq.

All international and national travel, logistical challenges, acquiring all the necessary access letters/permissions and security arrangements, including insurance, visas, travel to and in Iraq and security costs to execute the works, will be managed and paid by the contractor. Please note that i) travel costs shall be calculated based on economy class fare regardless of the length of travel and ii) costs for accommodation, meals and incidentals shall not exceed the applicable daily subsistence allowance (DSA) rates, as propagated by the International Civil Service Commission (ICSC). Details can be found at <http://icsc.un.org>.

Expected travel costs must be included as a budget item in the financial proposal. Changes in travel arrangements and all in-country travel in Iraq needs prior approval of the Evaluation manager.

The contractor/evaluation team members will work on their own computer(s) and use their own office resources and materials in the execution of this assignment. They are expected to arrange for insurance coverage for any eventuality throughout the entire duration of the consultancy. The contractor's fee shall

³² This draft report has addressed all quality review comments requested by the evaluation manager in a satisfactory manner.

therefore be inclusive of all office administrative costs.

All evaluation consultants must uphold the UNEG Code of Conduct for Evaluation in the United Nations system. All persons engaged under a UNICEF service contract, either directly through an individual contract, or indirectly through an institutional contract, shall be subject to the UN Supplier Code of Conduct: <https://www.ungm.org/Public/CodeOfConduct>.


The contractor is responsible for identifying an evaluation team leader who is available to work on the evaluation throughout the evaluation process. Apart from a force majeure event, a change of the evaluation team leader and of senior evaluation team members will not be accepted; changes require prior approval of UNICEF.

It is for the bidding agency to pre-empt and explicitly mention any possible or potential conflicts of interest while submitting their proposal. This may include details on their involvement with the government and UNICEF, past or ongoing work, individual team member involvement in past or ongoing work for/with UNICEF or government entities.

Approvals

Prepared by:

Karam Hindi OIC R&E Manager
Research and Evaluation Manager
UNICEF Iraq
Date: 12 September 2024

Endorsed by:

Myriam Van Parijs
Regional Evaluation Advisor
Regional Office UNICEF, MENA
Date:

Approved for the Evaluation Steering Committee by:

Representative
UNICEF Iraq
Date:

Annex 1 Results matrix of the Basra water project

Objective: Improve the quality of life in Basra city through strengthening the capacity of water sector for equitable and sustainable drinking water and engaging people in innovative and environmentally sustainable water supply solutions by supporting green jobs opportunities.

Objective indicator: Proportion of population using safely managed drinking water services

Baseline: 11%

Target: 30%

Outcome#1: Public and private sectors in Basra governorate have evidence based policies and plans to deliver water services and enable green job creation for young people.

Outcome indicator: # of additional population using safely managed drinking water services

Baseline: N.A

Target: 950,000 (450,000 (51% female, 47% children) as direct and 500,000 as indirect beneficiaries)

Outputs	Indicators	Activities	Verification Sources
Output#1-1: Basra government is supported to develop evidence-based policies for improved water services and increased employability of young women and men in the green economy	<p>Number of national water strategies, policies, legislation developed, adopted, and/or implemented” Baseline value: 0 Target: 2</p> <p>Number of additional people living in water climate resilient communities, with UNICEF direct support Baseline value: N.A Target:950,000</p> <p>No of CSO members engaged in developing evidence-based policies Baseline value: 0 Target: TBD</p>	<ul style="list-style-type: none"> Develop Advocacy note on the role of young people in the green economy. Develop research for scaling up sub zoning approach in water sector. 	<ul style="list-style-type: none"> UNICEF consultants’ final reports. Environmental survey DoW report Steering committee MoM
Output #1-2 Water service delivery system in Basra is supported to deliver universal access to more responsive, equitable, inclusive, accountable, and transparent services	<p>Number of governorates implementing water safety plans. Baseline value: 0 Target: 1</p> <p>Number of people with access to improved drinking water source and/or sanitation facility with EU support Baseline value: N.A Target:450,000</p>	<ul style="list-style-type: none"> Conduct hydraulic survey and pipelines data collection and GIS mapping. Design of Water Distribution Modeling and Analysis Software 	<ul style="list-style-type: none"> UNICEF consultants’ final reports. Environmental survey DoW report Programmatic visits and Digital monitoring Steering committee MoM

Outcome#2: People especially youth in Basra city have improved capacity to contribute for delivering equitable services and promote employment-intensive green growth

Outcome indicator: No of public and private skilled labors trained and enabled to engage in promoting their community water services.

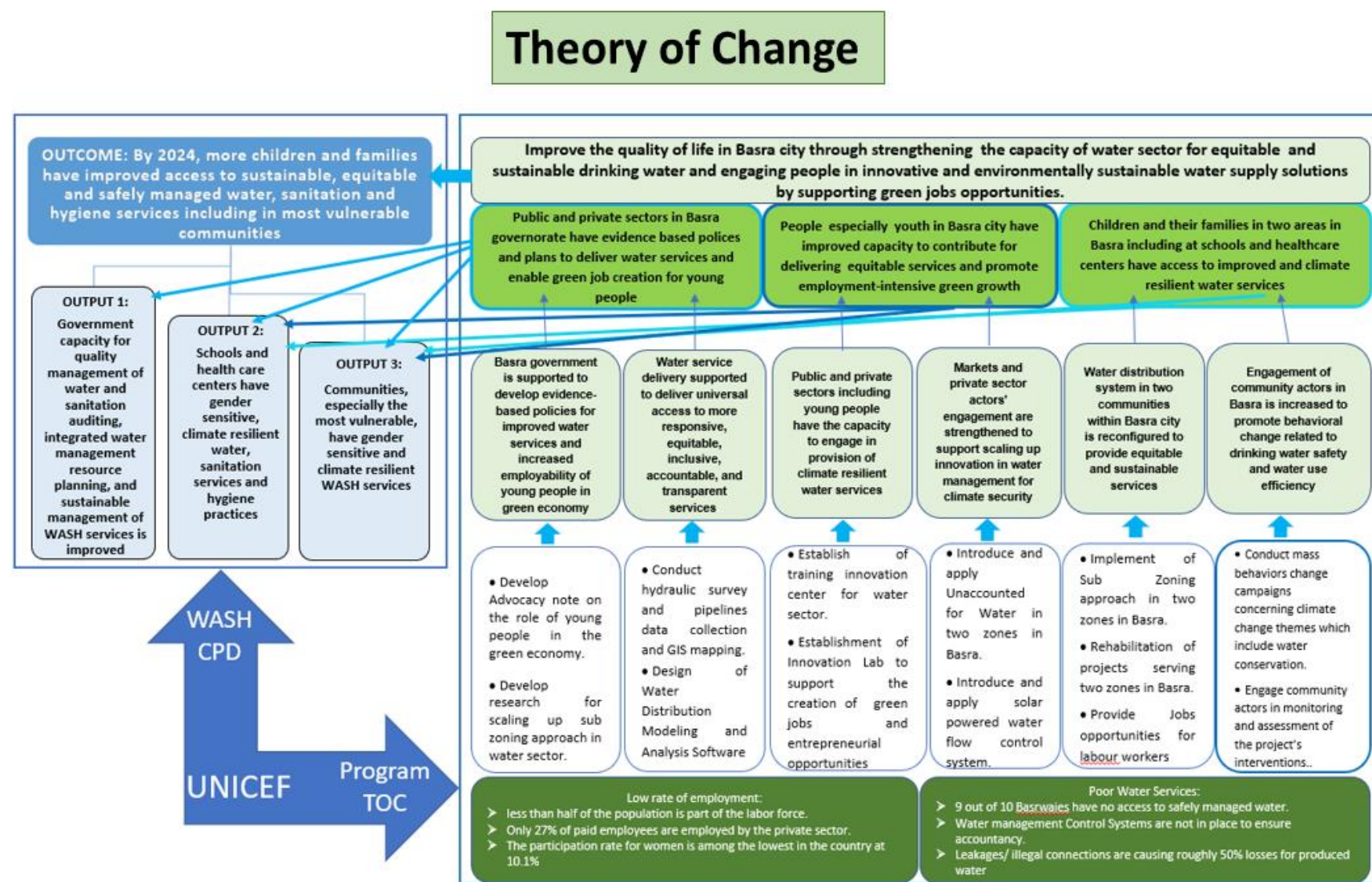
Baseline: 0 Target: 1000			
Output#2-1: Public and private sectors including young people have the capacity to engage in provision of climate resilient water services	<p># of training centers\innovation labs established Baseline value: 0 Target: 2</p> <p># of young people, especially the most disadvantaged, benefit from skills building Baseline value: 0 Target: 1000 (50% female)</p> <p># of young people supported to engage and lead civic and digital engagement initiatives at community level Baseline: 0 Target: 1000 (50% females)</p> <p># of young people provided with entrepreneurship and seed funding opportunities Baseline: 0 Target: 20 (50% females)</p> <p>ILO: # of young engineers provided with on-the-job training and facilitate transition from training into employment through EIIP – Youth Engagement programme. Baseline: 0 Target: 100 (50% females)</p> <p>No of CSO members trained and engaged in civic and digital engagement initiatives at community level Baseline value: 0 Target: TBD</p>	<ul style="list-style-type: none"> • Establish of training/ innovation center for water sector. • Create green jobs and strengthen Entrepreneurial opportunities for young people in water sector • Strengthen the participation of young people through civic engagement initiatives relatable to their communities • Promote Young people entrepreneurial skills through ILO SIYP training and create opportunity for green jobs • ILO: training to young engineers and facilitate the transition to employment through ILO/ EIIP tools 	<ul style="list-style-type: none"> • UNICEF consultants’ final reports. • Environmental survey • DoW report • Programmatic visits and Digital monitoring • Steering committee MoM

<p>Output: 2-2: Markets and private sector actors' engagement are strengthened to support scaling up innovation in water management for climate security</p>	<p>Number of additional people living in water climate resilient communities, as a result of UNICEF direct support # of sub-zones functioned in targeted communities. Baseline value: 0 Target: 10,000</p> <p>No. of Health centers (clinics, hospitals, etc.) with access to basic water services with UNICEF direct support Baseline value: 0 Target: 2</p> <p>Number of schools with access to basic WASH service in schools with UNICEF direct support; Baseline value: 0 Target: 57</p> <p>% of women and men workers engaged in activities related to green technologies disaggregated at least by sex Baseline value: 0 Target: 60% men, 40% women</p>	<ul style="list-style-type: none"> • Introduce and apply Unaccounted for Water in two zones in Basra. • Introduce and apply solar powered water flow control system. 	<ul style="list-style-type: none"> • UNICEF environmental survey • DoW report • Programmatic visits and Digital monitoring • Steering committee MoM
<p>Outcome#3: Children and their families in four zones within Basra city including at schools and healthcare centers have access to improved and climate resilient water services</p> <p>Outcome indicator: # of people have access to safe and sustainable water services and living in water climate resilient communities</p> <p>Baseline value: 0</p> <p>Target: 450,000 (51% female, 47% children)</p>			

<p>Output#3-1: Water distribution system in four communities within Basra city is reconfigured to provide equitable and sustainable services</p>	<p>Number of additional people living in water climate resilient communities, with UNICEF direct support Baseline value: N.A Target:450,000</p> <p>Number of labour workers through the private contractors who will perform the construction works for the water infrastructure. Baseline value: 0 Target: 1000</p> <p>ILO: Number of worker days created through the private contractors who will perform the construction works for the water infrastructure. <u>Using the Standard Operations Procedures of the EIIP approaches</u> Baseline value: 0 Target: 50,000</p> <p># of local based maintenance service providers organizations Baseline: 0 Target: 40 (30% females)</p>	<ul style="list-style-type: none"> • Implement of Sub Zoning approach in two zones in Basra. • Rehabilitation of projects serving two zones in Basra. • ILO: Apply EIIP Standards Operations Procedures at the projects • ILO: promote small business development/community contracting linked to the operation and maintenance of water and sanitation infrastructure 	<ul style="list-style-type: none"> • UNICEF consultants' final reports. • UNICEF Consultancy firm report, Implementation partner reports, Environmental survey • DoW report • Programmatic visits and Digital monitoring • Steering committee MoM
<p>Output 3-2: Engagement of community actors in Basra is increased to promote behavioral change related to drinking water safety and water use efficiency</p>	<p>Number of districts adopting clean environmental operations and practicing adequate behavior-change programs. Baseline value: 0 Target: 2</p> <p>Number of additional people living in water climate resilient communities, with UNICEF direct support Baseline value: N.A Target:350,000</p> <p>ILO: Number of new skills/positions created in water related activities and in the circular economy engaging girls Baseline value: N.A Target:100</p>	<ul style="list-style-type: none"> • Conduct mass behaviors change campaigns • Establish call centers to engage community actors in monitoring of project's interventions. • engage training centres and universities to supply water related technicians and professionals 	<ul style="list-style-type: none"> • UNICEF consultants' final reports. • UNICEF Consultancy firm report, Implementation partner reports, • DoW report • Programmatic visits and Digital monitoring • Steering committee MoM

	<p>No of CSOs members engaged in behavioral change interventions</p> <p>Baseline value: 0 Target: TBD</p> <p>Number of women benefiting from incentives used to encourage women's entry into the green economy</p> <p>Baseline value: 0 Target: 100</p>		
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Annex 2 Theory of change/intervention logic



Annex 3 Key stakeholders

Stakeholders	Role
<ul style="list-style-type: none"> • UNICEF Iraq (WASH, ADAP, SBC and Basra Field Office) 	Project management, design, execution, supervision and monitoring
<ul style="list-style-type: none"> • Basra governate, Directorate of Water 	Government partner involved in the design and implementation of the water supply and management interventions
<ul style="list-style-type: none"> • Basra governate, Directorate of Youth and Sports 	Government partner involved in the design and implementation of the youth and community engagement interventions
<ul style="list-style-type: none"> • Basra governate, Directorate of Education 	Government partner involved in the implementation of the green school intervention and coordination of youth engagement and training via schools
<ul style="list-style-type: none"> • Ministry of Construction, Housing, and Public Municipalities (MoCHPM) 	Advisory role on the project through the steering committee; staff participated in technical training
<ul style="list-style-type: none"> • Prime Minister's Office, Advisory Commission (PMAC) 	Advisory role on the project through the steering committee
<ul style="list-style-type: none"> • European Union 	Project funder
<ul style="list-style-type: none"> • Mercy Hands 	Implementation of the You-Act project for skills building for young people, skills activation through economic and social engagement, participatory action research with youth, and youth/awareness knowledge strengthening.
<ul style="list-style-type: none"> • Nudhum Al Bena Consultancy 	Implementation of technical water distribution network assessments
<ul style="list-style-type: none"> • Empowerment Organization 	Implementation of solar-powered water system in 24 initial schools
<ul style="list-style-type: none"> • Arab Countries Water Utilities Association (ACWUA) 	Implementation of capacity building for Iraqi technical staff on water management
<ul style="list-style-type: none"> • ENI company 	Implementation of the desalination project in Al Baradiya (not funded by the project)
<ul style="list-style-type: none"> • Southern Private Bank 	Supply and installation of smart water meters in Iraq, including in Basra (not funded by the project)
<ul style="list-style-type: none"> • UNDP 	Partner with UNICEF on the joint programme "Response to Basra Water Crisis", funded by the Government of the Netherlands
<ul style="list-style-type: none"> • Households in Basra zones 6 Al-Jihad, 17 Baradiya, 14 Yaseen Khribut and 4 Al-Efrazat 	Benefit from improved water supply (right holders)
<ul style="list-style-type: none"> • Selected school stakeholders in Basra zones 6, 17, 14 and 4 	Benefit from access to climate-resilient WASH facilities
<ul style="list-style-type: none"> • Members of Young People Advisory Group 	Implementation of social civic initiatives and participation in PAR and subsequent advocacy initiatives
<ul style="list-style-type: none"> • Trained young people 	Benefit from life skills training and vocational training, access green job opportunities and engage in community initiatives (right holders)
<ul style="list-style-type: none"> • Trained professionals 	Benefit from training on water management and support water system improvements

• Private companies	Support the transition of skilled-young people from learning to earning through job trainings, internships, and entrepreneurial workshop
• Religious endowments	Community mobilization

Annex 4 Overview of studies

Study	Implemented by	Year
• Environmental and Social Impact Assessment	University of Technology (UoT), Civil Engineering Department, Baghdad	2022
• Assessment of water distribution networks of Al-Jihad, Baradhia, Manawi Basha, and Ashar districts in Basra (topographical survey, hydraulic assessment, Water Network Redesign)	Nudhum Al Bena Consultancy Firm	2022
• Studies for evaluating and upgrading water distribution networks in Basra / Zone 17, 4, and 14 (topographical survey, hydraulic assessment)	Nudhum Al Bena Consultancy Firm	2024 (ongoing)
• Participatory Action Research with young people	Consultant	2023-2024
• Climate Change Effectiveness study (covering Basra)	MAGENTA	2023-2024

ANNEX 5 - Reporting requirements

Inception phase and Report requirements

Based on the selected proposal and the terms of reference, the inception report will be instrumental in confirming a common understanding of what is to be evaluated, including additional insights into executing the evaluation. It will confirm evaluation questions, the scope of the evaluation, the methodology, as well as offer draft evaluation instruments. The inception report will explicitly mention proposed changes to the ToR evaluation questions, methodological approach and other elements related to the implementation of the evaluation. The report will include, inter alia:

- i) a summary of the project context (water resources and system, institutional, economic, social, demographic, etc), later to be further developed as the first chapter of the final evaluation report,
- ii) a concise but comprehensive description of the project that demonstrates the evaluation team's understanding of the evaluand,
- iii) the intervention logic refined by the evaluation team,
- iv) the evaluation purpose, intended use, scope and objectives,
- v) the finalized evaluation questions, sub-questions and criteria for evaluating each question – highlighting modifications to the initial evaluation questions if any,
- vi) the methodological approach with a description of:
 - the stakeholder analysis;
 - an analytical framework that presents the evaluation questions and identifies the data sources and criteria for evaluating evidence for each question;
 - the sampling strategy with sample size/with the selected respondents (for quantitative and qualitative data collection)
 - data collection methods;
 - draft data collection instruments;
 - a description of the data analysis and data display approach (how graphs, tables, figures and text boxes will be used)
- vii) A description of the quality review/assurance process and measures to address ethical considerations, a discussion of the limitations of the methodology, a discussion on how to enhance the reliability and validity of evaluation findings and conclusions and a process to draft and validate evaluation recommendations,
- viii) Evaluation workplan and timeline, including a revised work and travel plan and the division of labor of each evaluation team member,
- ix) Annexes with at least following elements:
 - a list of changes proposed in the inception report (to the terms of references) for decision-making by the Steering Committee
 - the evaluation matrix
 - all data collection instruments with their respective protocols and informed consent approach
 - the summary of insights from the desk review, describing how insights from the desk review has informed all of the above

Preliminary findings workshop requirements

Powerpoint presentation reflecting:

- the purpose, objectives, scope and evaluation questions
- the methodological approach
- the approach to sensemaking of the preliminary findings during the workshop
- the preliminary key findings (per evaluation criteria),
- initial recommendations resulting from the key findings

Final Evaluation report requirements

The Final evaluation report will present ad minimum following content:

- Executive Summary (max 5 pages)
- Introduction (including the context and background)
- Object of evaluation (including the project description, intervention logic and stakeholder analysis)
- Evaluation purpose, intended use, objective(s) and scope
- Methodological approach (including quality assurance and ethical considerations and limitations encountered)
- Findings (per evaluation criteria)
- Lessons learned
- Conclusions
- Recommendations
- Annexes, including
 - Terms of reference of the evaluation

- Evaluation matrix
- Intervention logic and/or results chain/logical framework (unless included in the main body of the report)
- List of people interviewed/consulted and list of sites visited
- Lists of documents consulted/bibliography
- Data collection instruments

The evaluation report should:

- Be written in a clear and concise manner that allows readers to easily follow its logic, and the report should be structured clearly. Paragraphs should be numbered.
- Present findings, conclusions and recommendations in a logical and convincing manner.

Furthermore, the language employed should be universally comprehensible, with sentences remaining precise and neutral. The report should have a deductive logic and tell a story with the evaluation results, rather than simply present results against questions, and there should be a logical flow of information. The length of the report should be limited to ensure engagement and accessibility and the report should be structured clearly, with section content aligned with the respective section header and sub-header. The report needs to be copy-edited to ensure proper English orthography and consistently formatted.