

Terms of Reference

Senior Technical Advisor- Peacebuilding & Climate

Governance

1. Background

1.1 About Madarat

Madarat Al-Salam for Sustainable Development (Madarat) is an Iraqi non-profit, non-governmental organization dedicated to implementing programmes that promote locally owned peacebuilding, conflict transformation, and sustainable development. Madarat works closely with communities, civil society organizations, local authorities, and development partners to strengthen dialogue, encourage inclusive participation, and support collaborative solutions to local challenges in fragile and conflict-affected contexts.

Through its work, Madarat seeks to strengthen the capacity of local actors and institutions to prevent conflict, manage disputes constructively, and contribute to inclusive and sustainable development. The organization places strong emphasis on community ownership, partnership, accountability, and conflict-sensitive programming to ensure that interventions respond to local priorities and contribute to long-term stability.

1.2 About the Infrastructures for Peace (I4P) Project

The *Infrastructures for Peace (I4P) project*, implemented by Berghof Foundation Operations GmbH in partnership with Madarat Al Salam for Sustainable Development (Madarat) and funded by the Ministry of Foreign Affairs of the Netherlands, aims to strengthen social cohesion and local conflict management capacities in Iraq.

The project is grounded in the premise that structured, inclusive dialogue processes can reduce social fragmentation, build trust among stakeholders, and enable collaborative problem-solving. By creating safe and facilitated spaces for interaction between communities and authorities, the project supports the emergence of locally owned mechanisms capable of addressing conflict drivers and managing disputes in a sustainable manner.

Within this broader framework, the project adopts a **multi-track approach** that combines local-level mechanism development, targeted monitoring of existing agreements, and engagement with policy-level dialogue processes. These tracks are interrelated and designed to reinforce each other through evidence generation, iterative learning, and feedback loops between local practice and policy engagement.

The primary operational focus of the project is the **establishment and operationalization of a Water User Association (WUA)**—or strengthening an existing one—at district or sub-district level. The WUA functions as a legally recognized mechanism under Iraqi law, managed by the Ministry of Water Resources, and serves as a platform for addressing water-related tensions, disputes, and resource management challenges through structured, multi-stakeholder engagement. This track represents the core entry point for building a functional, locally owned infrastructure for peace anchored in water resource management/governance.

In parallel, the project includes a **targeted monitoring and exploratory engagement track in Midaina district, Basrah governorate**, building on a previously facilitated agricultural equipment use agreement concluded in 2025. This track does not aim to directly support the establishment or institutionalization of a formal conflict resolution mechanism at this stage. Instead, it focuses on light-touch monitoring of progress related to the agreement, assessing political and social dynamics, and identifying potential entry points for future engagement. This approach reflects the current context in Midaina, characterized by complex political and social dynamics, limited trust between communities and authorities, and a scale of conflict that exceeds the immediate scope and resources of the project. As such, a cautious, analytical, and adaptive approach is adopted to avoid unintended tensions while maintaining strategic engagement.

In addition, the project contributes to a **policy dialogue track led by Berghof Foundation**, which seeks to connect local-level experiences with broader policy discussions related to the intersection between climate-security, adaptation, and conflict dynamics. Within this track, Madarat—supported technically by PPO—will contribute evidence, lessons learned, and insights generated from field-level implementation to inform the design and content of policy dialogues. Furthermore, Madarat and PPO may support the facilitation of these dialogues when scheduled by Berghof, ensuring that local perspectives are meaningfully integrated into higher-level discussions.

Together, these three tracks—WUA establishment, Midaina monitoring, and policy dialogue engagement—form a coherent intervention logic that links local practice with adaptive learning and policy influence. This integrated approach ensures that the project remains responsive to context, grounded in local realities, and strategically positioned to contribute to both immediate climate-induced conflict management needs and longer-term institutional development.

2. Purpose of the Assignment

The purpose of this consultancy is to provide senior-level technical advisory support for the design, quality assurance, and adaptive implementation of the technical components of the Infrastructures for Peace (I4P) project. The consultant will support Madarat in developing methodologies, governance frameworks, analytical products, and technical guidance that underpin project implementation while ensuring that interventions are evidence-informed, conflict-sensitive, context-responsive, and aligned with relevant national frameworks and international good practice.

The consultant will also contribute technical expertise to the design of Water User Association governance systems, conflict-sensitive facilitation methodologies, monitoring and analytical processes, and policy dialogue initiatives that strengthen the project's contribution to climate governance, climate adaptation, and peacebuilding in Iraq.

3. Scope of the Assignment

Working remotely under the overall supervision of Madarat's Executive Director (or designated Project Manager) and Berghof Foundation technical counterparts, the consultant will provide specialized technical advisory services throughout the implementation of the assignment.

The consultancy will focus on supporting the technical design of project methodologies, governance frameworks, analytical products, and implementation tools that strengthen the quality, coherence, and conflict sensitivity of project interventions. The consultant will provide technical advice throughout the implementation process, review and refine key technical outputs, contribute to adaptive learning, and support the translation of field-level experience into practical guidance and policy-relevant recommendations.

The consultant shall undertake the assignment in accordance with agreed workplans while maintaining close coordination with Madarat's technical, programme, and operational teams to ensure that all technical products remain responsive to evolving contextual dynamics and project implementation needs.

4. Roles & Responsibilities

The consultant shall be responsible for, but not limited to, the following:

A. Technical Design and Methodological Support

- Design and refine technical methodologies, implementation approaches, and analytical frameworks required for project implementation.
- Develop practical tools, templates, and guidance materials that support conflict-sensitive implementation of project activities.
- Provide technical advice to ensure that project interventions are evidence-informed, context-responsive, and aligned with international good practice.
- Contribute to the development of technical approaches that strengthen adaptive implementation and learning throughout the project.

B. Water Governance & Institutional Development

- Design and develop the governance framework for the Water User Association (WUA), including governance arrangements, internal bylaws, decision-making procedures, membership structures, accountability mechanisms, and conflict resolution procedures.

- Ensure that the proposed governance framework aligns with Iraq's legal and institutional framework governing Water User Associations and reflects practical implementation realities.
- Develop technical guidance and reference materials that support the operationalization and long-term sustainability of the WUA.

C. Technical Review & Quality Assurance

- Review key technical outputs, methodologies, and project documents to ensure technical quality, consistency, and conflict sensitivity.
- Provide technical recommendations to strengthen project deliverables and implementation approaches.
- Support Madarat in identifying technical risks, implementation challenges, and opportunities for adaptive improvements throughout project implementation.
- Ensure that technical outputs are coherent across the different components of the project and reflect lessons emerging from implementation.

D. Policy Dialogue & Knowledge Support

- Provide practical recommendations to strengthen implementation and improve stakeholder engagement.
- Contribute to adaptive management through continuous feedback from the field.

E. Policy Dialogue Support

- Provide technical inputs into the design, preparation, and documentation of policy dialogue processes led by the Berghof Foundation.
- Contribute evidence, analytical insights, and lessons learned that strengthen dialogue between local implementation experience and policy-level discussions.
- Support the preparation of technical briefing materials, concept notes, analytical papers, or other knowledge products as required under the project.

F. Coordination & Technical Advisory Support

- Maintain close coordination with Madarat's Executive Director (or designated Project Manager), and designated technical staff throughout the assignment.
- Provide technical guidance and advisory support to the Senior Community Engagement and Mediation Consultant to ensure consistency between technical design and field implementation.
- Participate in scheduled coordination and technical planning meetings with Madarat and the Berghof Foundation as required.
- Provide timely technical advice on emerging issues affecting project implementation and recommend appropriate adjustments where necessary.

5. Deliverables and Level of Effort

The total Level of Effort for this assignment is **17 working days** over a period of 5 months.

#	Deliverable	Description	Delivery Due	LoE (Days)
1	Water User Association Governance Framework	Design and develop a comprehensive governance framework for the Water User Association (WUA), including governance arrangements, internal bylaws, membership structure, roles and responsibilities, decision-making procedures, accountability mechanisms, and conflict resolution procedures, ensuring alignment with Iraq's legal and institutional framework governing Water User Associations.	August	7
2	Water User Association Operational Guidebook	Develop a practical guidebook that supports the operationalization of the Water User Association, providing clear guidance on governance arrangements, institutional processes, operational procedures, stakeholder engagement, conflict management, and implementation responsibilities for WUA members and relevant stakeholders.	August	5
3	Technical Support to Policy Dialogue Design and Knowledge Products	Provide technical inputs to the design, preparation, and documentation of policy dialogue processes, including analytical inputs, technical review of concept notes and discussion materials, and development of evidence-based recommendations that connect field-level experience with policy discussions on climate governance, climate adaptation, climate security, and peacebuilding.	As scheduled with Madarat & BF	5
Total				17

All technical deliverables shall be submitted electronically in editable formats unless otherwise agreed with Madarat. Draft deliverables may be subject to technical review and revision prior to final acceptance.

6. Duration & Duty Station

The consultancy is expected to be implemented over a period of **five (5) months**, commencing in **August 2026** and concluding in **December 2026**.

The consultancy is primarily **home-based**, with all technical advisory services, document development, technical reviews, and coordination activities expected to be undertaken remotely.

The consultant shall maintain regular virtual engagement with Madarat throughout the assignment and participate in scheduled coordination, planning, technical review, and consultation meetings as required.

Should project needs require in-person technical support, travel may be requested subject to prior agreement between Madarat and the consultant.

7. Reporting and Coordination

The consultant will report to the **Executive Director of Madarat (or designated Project Manager)** and work in close coordination with the other designated technical and operational staff.

The consultant shall:

- Participate in scheduled coordination, planning, and technical review meetings with Madarat and the Berghof Foundation, as required.
- Maintain regular communication with the Executive Director (or designated Project Manager) regarding the progress of technical assignments and agreed deliverables.
- Submit technical deliverables in accordance with the agreed workplan, timelines, and quality standards.
- Provide timely technical advice and recommendations on emerging implementation challenges, risks, and opportunities requiring technical consideration.
- Coordinate closely with the **Senior Community Engagement and Mediation Consultant** to ensure that technical methodologies, governance frameworks, and analytical products remain practical, context-responsive, and aligned with field implementation realities.
- Revise and finalize technical deliverables in response to comments provided by Madarat and, where applicable, the Berghof Foundation prior to final acceptance..

8. Required Qualifications and Competencies

Education

- Master's degree (or equivalent professional experience) in Peace and Conflict Studies, Political Science, Development Studies, Environmental Management, Public Administration, or another relevant discipline.

Professional Experience

- Minimum seven (7) years of progressively responsible professional experience in peacebuilding, conflict transformation, governance, climate governance, natural resource governance, or related fields.
- Demonstrated experience designing and advising on complex peacebuilding, governance, or institutional development programmes in fragile and conflict-affected contexts.
- Proven experience developing governance frameworks, institutional arrangements, operational procedures, bylaws, or similar governance instruments for community-based or public institutions.
- Demonstrated experience designing conflict-sensitive methodologies, facilitation frameworks, analytical tools, or implementation approaches that support dialogue, mediation, and collaborative governance processes.
- Demonstrated experience designing, facilitating, or providing technical advisory support to high-level policy dialogue processes involving national and sub-national government institutions, development partners, technical authorities, and other relevant stakeholders.
- Demonstrated experience translating field-level evidence and implementation learning into analytical products, policy recommendations, technical guidance, or institutional learning products.
- Demonstrated experience supporting the design, implementation, monitoring, or institutionalization of locally negotiated agreements, charters, or collaborative governance mechanisms, preferably in the fields of climate governance, climate adaptation, climate security, natural resource management, or water governance.
- Previous experience working on projects funded by international development partners.

Technical Competencies

- Excellent understanding of peacebuilding theory and practice, dialogue and mediation processes, institutional development, and conflict-sensitive programming.
- Strong knowledge of climate governance, climate adaptation, climate security, and the relationship between environmental change, natural resources, and conflict dynamics.
- Demonstrated understanding of Iraq's governance architecture, including institutional arrangements at federal, governorate, and district levels relevant to peacebuilding, water governance, and climate-related programming.
- Strong understanding of Iraq's legal, institutional, and procedural framework governing Water User Associations and water resources management.
- Demonstrated ability to design practical governance systems, institutional procedures, and implementation guidance that are both technically robust and operationally feasible.

- Excellent analytical, research, and technical writing skills, including demonstrated experience producing governance frameworks, guidebooks, analytical reports, concept notes, and policy papers.
- Demonstrated ability to provide high-level technical advice while working effectively within multidisciplinary and multi-stakeholder project teams.

Skills and Languages

- Excellent strategic thinking, analytical reasoning, and problem-solving skills.
- Excellent written communication and technical drafting skills.
- Ability to communicate complex technical concepts clearly to both technical and non-technical audiences.
- Excellent written and spoken English is required.
- Working knowledge of Arabic is considered an advantage.

9. Performance Standards and Acceptance of Deliverables

All deliverables shall be completed professionally, submitted within the agreed timelines, and demonstrate a high standard of technical quality consistent with the objectives of the assignment and the requirements of the Infrastructures for Peace (I4P) project.

Technical deliverables will be assessed against, but not limited to, the following criteria:

- Technical quality and analytical rigor;
- Responsiveness to the Terms of Reference and agreed scope of work;
- Consistency with international good practice and the Iraqi legal, institutional, and policy context;
- Practical applicability and usability by project stakeholders;
- Clarity, coherence, and completeness of technical products;
- Conflict sensitivity and contextual responsiveness;
- Timeliness of submission; and
- Responsiveness to technical comments and incorporation of agreed revisions.

Draft deliverables may be subject to technical review by Madarat and, where applicable, the Berghof Foundation. The consultant shall address agreed comments and submit revised versions within the timelines established by Madarat.

Acceptance of deliverables shall be confirmed by Madarat in accordance with the Consultancy Agreement and shall be based on satisfactory completion of the agreed deliverables and compliance with the quality standards established in these Terms of Reference prior to payment.

10. Confidentiality, Intellectual Property and Professional Conduct

The consultant shall maintain strict confidentiality regarding all information obtained during the assignment and shall not disclose project-related information without prior written authorization from Madarat.

All reports, training materials, tools, datasets, presentations, and other outputs developed under this consultancy shall become the intellectual property of Madarat unless otherwise agreed in writing.

The consultant shall comply with Madarat's policies, including its Code of Conduct, Conflict of Interest requirements, Anti-Fraud and Anti-Corruption standards, Safeguarding Policy, and all applicable donor requirements throughout the duration of the assignment.