Terms of reference (ToR)

Consultancy for Training on Women's Personal Leadership Skills at the Ministry of Water Resources, Iraq

18 November 2026

1. About elbarlament

Elbarlament is a peacebuilding and democracy support organisation focused on empowering women and youth. Its work centres on three thematic areas: Inclusive Political Participation; Women, Peace and Security (WPS); and the Gender–Climate–Security nexus. Through its projects, elbarlament supports public institutions and civil society actors in promoting peaceful coexistence, strengthening democratic practices, and developing integrated responses to climate-related challenges.

2. Background and goals

Elbarlament's project with the Iraqi Ministry of Water Resources (MoWR) aims to strengthen women's leadership and participation in climate-resilient water governance in Iraq by combining individual leadership development with technical and institutional capacity building. It supports women in the Ministry of Water Resources through training on gender-responsive water governance and integrated water resources management (IWRM), while institutionalising leadership development through a standardised curriculum and internal Training-of-Trainers system within the Ministry's Training Centre and HR structures. A cross-institutional Women's Professional Network and mentoring system will connect women across the Ministries of Water Resources, Environment and Agriculture, fostering peer learning and collaboration on shared water and climate challenges. At the senior level, targeted engagement with decision-makers will strengthen gender-responsive leadership and contribute to an institutional roadmap and policy recommendations linking women's leadership with organisational change and climate–water governance.

3. Objective

The objective of this consultancy is to design and deliver a three- to four-day joint training on Module 1 – Personal Leadership, which will bring together women professionals at the Ministry of Water Resources in Iraq to launch and advance their leadership journey. The training will provide a comprehensive pathway covering foundational to advanced leadership competencies, gender-responsive mindsets, strategic communication, and adaptive leadership practices. Designed to strengthen self-awareness, inclusive decision-making, and institutional collaboration, the interactive format will equip participants to navigate complex sector challenges, manage conflict, and foster resilient leadership within their organisations.

The training aims to:

- introduce participants to the leadership programme, leadership journey, and the specific context of the Iraqi water sector;
- cultivate core and advanced personal leadership competencies, self-awareness, self-confidence, and reflective practice;
- promote inclusive and gender-responsive leadership mindsets while addressing gender norms and unconscious bias in the workplace and water sector;
- enhance strategic, inclusive, and conflict-sensitive communication, teamwork, stakeholder engagement, and professional networking; and
- develop adaptive leadership skills, resilience, negotiation, evidence-based decision-making, consensus-building, and ongoing leadership capacity development.

4. Scope of Work

- Designing the Curriculum: Developing a detailed training agenda, session plans and training materials tailored for professionals within the Iraqi water sector across all components of Module 1 – Personal Leadership (trust-building, leadership competencies and mindset, communication skills, and adaptive leadership).
- Implementing a Hybrid Delivery Model: Proposing and executing a hybrid training approach that combines an in-person workshop with online follow-up sessions:
    - Phase 1: In-Person Workshop (December): A 3-day intensive physical session focusing on core personal leadership

competencies, self-awareness, initial team building, and experiential group exercises.
    - Phase 2: Online Follow-Up Sessions (January): Up to two online sessions focusing on conflict-sensitive leadership communication, teamwork and professional networking, adaptive leadership and conflict management. *(The trainer will outline the exact schedule and facilitation tools for these remote sessions).*
- Utilising sector-specific case studies, simulation exercises, group discussions, and reflective practice tools adapted to the participants' day-to-day work environment.
- Embedding gender equality, unconscious bias awareness, conflict-sensitive communication, and consensus-building across all module topics.
- Conducting pre- and post-training assessments to measure changes in leadership knowledge, confidence, and competency development.
- Delivering a final report in English summarising training implementation, key learning outcomes, pre/post-assessment results, participant feedback, and recommendations for future capacity-building measures.

5. Timeline

- **Assignment start:** 7 December 2026
- **Training delivery period:** December 2026 and January 2027

6. Qualifications

The consultant should have:

- Demonstrated experience in designing and delivering personal leadership programmes with Iraqi government officials, executive coaching, or professional soft skills training (focusing on self-awareness, adaptive leadership, strategic communication, negotiation, and resilience).
- Proven track record of facilitating leadership and capacity-building workshops for women professionals and/or public sector institutions, preferably in the environmental or water governance sector.
- Strong mastery of participatory, interactive, and adult learning methodologies, including case studies, self-reflection tools, and simulation exercises.

- Solid expertise in gender-responsive leadership, addressing workplace gender dynamics, unconscious bias awareness, and conflict-sensitive communication.
- Strong facilitation and presentation skills in Arabic *(required)*; fluency in English for reporting.
- Proven experience working with public institutions in Iraq or the wider MENA region *(preferred)*

7. Reporting

The consultant will report to elbarlament e.V. and coordinate closely with the project team to ensure alignment with project objectives and methodology. The final narrative report must be submitted within two weeks after completion of the training programme.

8. Proposal Submission

Interested candidates are required to submit one PDF file by **27 November 2026 at 2pm Berlin time**, including:

- A short overview of relevant experience (2 pages maximum)
- A proposed approach and methodology for the training (3 pages maximum)
- A draft timeline and budget (travel costs covered separately by elbarlament)
- Any relevant examples of similar assignments

Applications should be submitted to rady@elbarlament.org.

Please include the following in the email subject line:
Consultancy for Training on Women's Personal Leadership Skills at the Ministry of Water Resources, Iraq