

Terms of Reference for Final Evaluation and Capitalization exercise  
Disaster Risk Management for Kurdistan Region of Iraq (KRI)

Phase I – Final Evaluation

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**I. LIST OF ACRONYMS**

Acronym	Definition
<b>DRM</b>	Disaster Risk Management

<b>DRR</b>	Disaster Risk Reduction
<b>ECHO</b>	European Civil Protection and Humanitarian Aid Operations
<b>EF</b>	Expertise France
<b>FGD</b>	Focus Group Discussion
<b>GDCD</b>	General Directorate of Civil Defence
<b>IEC</b>	Information, Education, Communication
<b>JCCC</b>	Joint Crisis Coordination Center
<b>KII</b>	Key Informant Interview
<b>KRI</b>	Kurdistan Region of Iraq
<b>OECD- DAC</b>	Organisation for Economic Co-operation and Development – Development Assistance Committee
<b>RRU</b>	Rapid Response Unit

## II. BACKGROUND

### 1. Context

The Kurdistan Region of Iraq (KRI) faces recurrent natural hazards, including flash floods, seasonal flooding, and urban fires, which threaten lives, livelihoods, and infrastructure. Climate change exacerbates these risks, increasing the frequency and intensity of water-related disasters. While KRI has established institutions like the Joint Crisis Coordination Center (JCCC) and the General Directorate of Civil Defence (GDCD), operational capacities, specialized equipment, public awareness, and integrated contingency planning require strengthening to effectively mitigate, prepare for, and respond to disasters.

### 2. Project Profile

Project Title	Disaster Risk Management for Kurdistan Region of Iraq
Donor	European Union (DG ECHO)
Implementing Agency	Expertise France
Project Budget	1,540,000 EUR
Project Duration	Start Date: 01/11/2024 End Date: 30/04/2026 (18 months)
Geographical Scope	Erbil, Duhok, and Sulaymaniyah Governorates, KRI, Iraq

The "Disaster Risk Management for KRI" project, launched in November 2024, aims to strengthen the disaster risk management system in the Kurdistan Region of Iraq. The action focuses on building the operational readiness and technical capacity of key civil defense and emergency management institutions, notably the JCCC and GDCD, to better prepare for and respond to floods, fires, and other natural hazards. The project adopts a holistic approach encompassing equipment provision, specialized training, contingency planning, and community awareness to contribute to the Sendai Framework target of reducing disaster-related mortality, affected populations, and economic losses by 2030.

### 3. Project Results and Key Indicators

The overall purpose of the action is to strengthen the DRM system in the KRI through capacity-building, improved operational readiness, strengthened contingency planning, and enhanced public awareness.

The action supports key public institutions including the JCCC and the GDCD to enhance preparedness for floods, fires, and other natural hazards.

**Geographical Scope:** Erbil, Duhok, and Sulaymaniyah governorates, Iraq.

**Overall Objective:** By 2030, significantly reduce the number of deaths, the number of people affected, and the direct economic losses caused by disasters, including water-related disasters, with a focus on vulnerable groups.

**Specific Objective:** The Kurdistan Region of Iraq has an operational disaster risk management system that serves the population.

Results	Reference	Target
<b>Result 1: Civil defence teams are adequately equipped for local risks.</b>	0	125 equipment units delivered
	0	10 personnel trained on care and maintenance
<b>Result 2: Operational and response capabilities of civil defence are strengthened.</b>	0	27 trainings delivered
	0	69 personnel trained on flood intervention
	0	101 personnel trained in confined-space firefighting
	0	60 staff trained on psychological first aid
	0	6 training curricula developed
<b>Result 3: Contingency and emergency plans on floods are operational.</b>	0	3 contingency plans produced
	0	3 early-action plans produced
	0	3 table-top exercises conducted
	0	61 individuals trained on contingency planning
<b>Result 4: Risk awareness among the population is strengthened.</b>	0	400 community members participating in resilience interventions
	0	1,500 people reached through IEC/awareness activities

#### 4. Project Stakeholders

**Implementing Agency:** Expertise France (EF) is the lead implementer, managing the project, coordinating with partners, and ensuring technical oversight.

**Key Institutional Partners:**

- **Joint Crisis Coordination Center (JCCC)**

- **General Directorate of Civil Defence (GDCCD)**

**Target Group:** Civil defence personnel, Rapid Response Unit members, JCCC planning staff, and community members in Erbil, Duhok, and Sulaymaniyah.

**End Beneficiaries:** The general population of KRI, particularly vulnerable groups in disaster-prone areas, who benefit from a more effective and prepared DRM system.

### III. DESCRIPTION OF THE FINAL EVALUATION ASSIGNMENT

#### 1. Rationale

Upon completion of the 18-month implementation period, a final evaluation is essential to assess the project's performance, results, and contribution to strengthening the DRM system in KRI. This evaluation will determine the relevance, effectiveness, efficiency, coherence, sustainability, and impact of the intervention. The findings and recommendations will provide valuable evidence-based insights for Expertise France, the donor (EU/ECHO), and KRI authorities to inform future programming, ensure accountability, and enhance the sustainability of achieved outcomes.

#### **Components to be Evaluated:**

- Provision of disaster response equipment and relevance of the equipment provided.
- Quality and outcomes of capacity-building activities for civil defence and JCCC staff.
- Development, operationalization, and ownership of flood contingency and early-action plans.
- Effectiveness of community awareness and preparedness activities.
- Cross-cutting themes: Gender and inclusion, coordination, institutional sustainability.

**Geographic Scope:** Erbil, Duhok, and Sulaymaniyah Governorates.

**Period to be Evaluated:** 01/11/2024 to 30/04/2026.

#### 2. Objectives of the Evaluation

The main objectives of the evaluation are:

1. To assess the overall performance of the project by systematically applying the six OECD-DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, impact/EU-added value, and sustainability) to each specific project result, ensuring a focused, result-oriented evaluation and one as overall assessment.
2. To measure the extent to which the project achieved its specific objective and results, based on agreed indicators.

3. To identify key lessons learned, challenges, and unintended consequences.

### 3. Evaluation Phases

The evaluation will be conducted in three phases:

#### *a. Inception Phase*

- Desk review of all relevant project documents (proposal, reports, MoUs, training curricula, plans, procurement files).
- Initial meetings with EF management and key stakeholders.
- Development and finalization of the detailed evaluation methodology, work plan, and data collection tools (e.g., interview guides, survey questionnaires).
- Submission of the Inception Report for approval.

#### *b. Interim Phase (Data Collection & Analysis)*

- Field visits to the three governorates.
- Primary data collection through:
  - Key Informant Interviews (KIIs) with JCCC, GDCD (HQ and branches), RRUs, trainers, trainees, and EF staff.
  - Focus Group Discussions (FGDs) with community members and civil defence staff.
  - Field observations of equipment, training sites, and facilities.
- Systematic analysis of quantitative and qualitative data.
- Drafting of the evaluation report.

#### *c. Dissemination Phase*

- Presentation of preliminary findings to EF and key partners for validation.
- Finalization of the report incorporating feedback.
- Formal presentation of the final evaluation results to a wider audience of stakeholders (donor, government partners, implementing team).

#### 4. Initial Timeline for Main Activities and Meetings

Evaluation Phase	Outputs and Meetings	Timing (Indicative)
<b>Inception Phase</b>	<ul style="list-style-type: none"> <li>- Kick-off meeting</li> <li>- Submission of Inception Report</li> <li>- Review and feedback period</li> </ul>	1st week of March 2026
<b>Interim Phase</b>	<ul style="list-style-type: none"> <li>- Field data collection</li> <li>- Submission of Draft Final Report</li> <li>- Review and feedback period</li> </ul>	Mid-March 2026 End of March 2026 Early April 2026
<b>Dissemination Phase</b>	<ul style="list-style-type: none"> <li>- Validation workshop/presentation</li> <li>- Submission of Final Evaluation Report</li> </ul>	Mid-April 2026 End of April 2026

*Note: This timeline is indicative and will be finalized in the Inception Report.*

#### IV. EVALUATION MANAGEMENT

**Management:** The evaluation will be managed by the Expertise France Field coordinator in Erbil, in close coordination with the HQ Project Manager focal point.

**Focal Point:** All contractual and deliverable-related communication should be directed to the Field Coordinator.

**Reporting & Feedback:** For each deliverable, EF will provide consolidated written comments within an agreed timeframe. The evaluator is expected to incorporate relevant feedback into subsequent versions.

#### V. DELIVERABLES

1. **Inception Report (max. 20 pages, excluding annexes):** To be submitted at the end of the Inception Phase. Must include:

- Understanding of the project and context.
- Detailed evaluation methodology and gender-sensitive data collection tools.
- Finalized evaluation matrix with questions, indicators, and data sources.
- Detailed work plan with roles and responsibilities.
- Analysis of potential risks and limitations to the evaluation.
- Calendar of the phases of the evaluation process

2. **Draft Final Evaluation Report:** To be submitted for review by EF and key stakeholders.

3. **Final Evaluation Report (max. 35 pages, excluding annexes):** To be submitted after incorporating feedback. Must include:
  - **Executive Summary** (max. 4 pages, stand-alone).
  - **Introduction:** Project and evaluation context, methodology, limitations.
  - **Findings:** Structured analysis against evaluation criteria and questions.
  - **Conclusions:** Synthesized key messages.
  - **Recommendations:** Actionable, prioritized, and targeted recommendations for different stakeholders.
  - **Lessons Learned.**
  - **Annexes:** TOR, evaluation matrix, data collection tools, list of interviewees, bibliography, etc.
4. **Presentation:** A PowerPoint presentation summarizing key findings, conclusions, and recommendations for the final stakeholder workshop.

*All reports must be submitted in English in electronic format (Word and PDF)*

## **VI. Interested consultants or firms must submit the following:**

1. **Technical Proposal (max. 10 pages):** Including:
  - Understanding of the TOR and methodological approach.
  - Proposed detailed work plan and timeline.
  - Team composition, structure, and clearly defined roles. CVs of all proposed team members must be attached. Gender-balanced teams are encouraged.
2. **Financial Proposal:** A detailed budget in USD, inclusive of all costs (professional fees, travel, accommodation, per diem, insurance, translation, etc.).
3. **Samples of Work:** Two samples of similar evaluation reports (preferably related to DRR/DRM or institutional capacity building), with sensitive information redacted.
4. **Company Registration Documents** (if applying as a firm).
5. **References:** Contact details for two previous clients.

**Required Qualifications:**

**For the Consulting Firm/Team:**

- Proven experience (minimum 5 years) in conducting evaluations of institutional capacity-building projects.
- Strong understanding of civil defence operations, contingency planning, and flood risk management.
- Demonstrated experience with OECD-DAC criteria and mixed-methods evaluation approaches.
- Experience working on EU/ECHO-funded projects is a strong asset.
- Familiarity with the Iraqi/KRI context is highly desirable.
- Ability to operate independently and arrange logistics within KRI.

**For the Team Leader/Senior Evaluator:**

- Advanced degree in a relevant field (Disaster Management, Public Policy, Social Sciences etc.).
- Minimum 5 years of experience in program evaluation and management.
- Proven leadership of evaluation teams in complex environments.
- Excellent analytical, report-writing, and communication skills in English and Kurdish. Knowledge of Arabic is an asset.

## Phase II – Capitalization exercise

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## 1. General Information

Item	Description
<b>Title of the assignment</b>	Capitalisation of the <i>Disaster Risk Management for Kurdistan Region of Iraq (KRI)</i> Project
<b>Beneficiaries of the assignment</b>	Expertise France (EF); Joint Crisis Coordination Center (JCCC); General Directorate of Civil Defence (GDCD); EU/ECHO
<b>Country of the assignment</b>	Iraq – Kurdistan Region of Iraq (KRI)
<b>Total number of expected working days</b>	To be confirmed (estimated 10 days)
<b>Working language(s)</b>	English and Kurdish (Arabic as asset)

## 2. Context

### 2.1 General Context

The Kurdistan Region of Iraq (KRI) is increasingly exposed to natural hazards such as flash floods, seasonal flooding, and urban fires. Climate change has exacerbated the frequency and severity of water-related disasters, placing additional pressure on public institutions responsible for disaster risk management (DRM). While institutional structures such as the Joint Crisis Coordination Center (JCCC) and the General Directorate of Civil Defence (GDCD) are in place, gaps remain in operational readiness, contingency planning, specialised equipment, and community awareness.

### 2.2 Project Context

The **Disaster Risk Management for Kurdistan Region of Iraq (KRI)** project is funded by the European Union through DG ECHO and implemented by Expertise France. Launched in November 2024, the project aims to strengthen the DRM system in KRI by enhancing the preparedness, response capacity, and coordination of key institutions (JCCC and GDCD), while also improving community-level risk awareness.

The project adopts a holistic approach combining: - Provision of disaster response equipment; - Capacity-building and specialised training; - Development and operationalisation of flood contingency and early-action plans; - Public awareness and Information, Education and Communication (IEC) activities.

The intervention contributes to the Sendai Framework for Disaster Risk Reduction (2015–2030), particularly the reduction of disaster-related mortality, affected populations, and economic losses.

### 3. Project Overview

Item	Description
<b>Project title</b>	Disaster Risk Management for Kurdistan Region of Iraq
<b>Donor</b>	European Union – DG ECHO
<b>Implementing Agency</b>	Expertise France
<b>Total budget</b>	EUR 1,540,000
<b>Start date</b>	01 November 2024
<b>End date</b>	30 April 2026
<b>Project duration</b>	18 months
<b>Geographical scope</b>	Erbil, Duhok, and Sulaymaniyah Governorates, KRI
<b>Key partners</b>	Joint Crisis Coordination Center (JCCC); General Directorate of Civil Defence (GDCCD)

## 4. Objectives and Expected Results of the Capitalisation

### 4.1 Rationale

Given the strategic importance of strengthening institutional DRM systems in a climate-affected and crisis-prone context, and the innovative and operational nature of the project, Expertise France wishes to undertake a **capitalisation exercise** supported by an external expert.

This exercise is particularly relevant as it takes place towards the final phase of project implementation, allowing for a structured documentation of experiences, results, innovations, and lessons learned that can inform future DRM programming in Iraq and comparable fragile or crisis-affected contexts.

### 4.2 Objectives of the Capitalisation

The objectives of the capitalisation exercise are to:

1. Analyse the effectiveness of the project's integrated approach combining equipment, training, planning, and awareness.
2. Identify good practices and operational modalities that contributed to strengthened DRM capacities.
3. Document innovative approaches and tools with potential for scaling up or replication;
4. Draw lessons from partnerships between EF, JCCC, GDCCD, and communities;

5. Highlight challenges, constraints, and enabling factors influencing project performance;
6. Produce actionable recommendations to inform future EF and EU/ECHO-supported DRM interventions.

## 5. Scope of the Capitalisation

The capitalisation will cover:

1. **The Period from** November 2024 – April 2026
2. **Project components:** All components (equipment provision, capacity building, contingency planning, community awareness)
3. **Geographical scope:** Erbil, Duhok, and Sulaymaniyah Governorates
4. **Beneficiaries and stakeholders:** JCCC, GDCD (HQ and governorate-level units), civil defence personnel, Rapid Response Units, EF project team, and community representatives.

### Resources for the Capitalisation

- **Timeframe:** To be defined (February 2026)
- **Documentation:** Project proposal, progress reports, training curricula, contingency and early-action plans, procurement and equipment lists, IEC materials, monitoring data, and final evaluation outputs.
- **Contributors:** EF project team, JCCC and GDCD leadership and technical staff, trainers, trainees, community representatives, and EU/ECHO focal points.
- **Target users:**
  - *Primary users:* EF (field and HQ), JCCC, GDCD, EU/ECHO;
  - *Secondary users:* Other DRM actors in Iraq, humanitarian and development partners, and EF teams implementing similar projects.

## 6. Expected Results of the Assignment

The capitalisation is expected to provide: - A comprehensive and independent analysis of the project experience; - A synthesis of lessons learned and good practices in institutional DRM strengthening.

1. Identification of effective strategies, tools, and methodologies applicable to similar contexts.
2. Documentation of innovative or pilot approaches suitable for scale-up

3. Practical recommendations to improve the design and implementation of future DRM projects.

Supporting evidence should be provided to explain causal relationships, success factors, and constraints, with a strong learning and accountability focus.

## 7. Capitalisation Topics and Key Questions

Proposed Topics	Capitalisation Questions
<b>Institutional coordination</b>	How did coordination between EF, JCC, and GDCD influence project effectiveness and ownership?
<b>Operational readiness</b>	How did equipment provision and training contribute to improved response capacity for floods and fires?
<b>Contingency planning</b>	What factors facilitated or hindered the operationalisation of contingency and early-action plans?
<b>Community awareness</b>	What approaches were most effective in strengthening risk awareness among communities?
<b>Gender and inclusion</b>	How were gender and vulnerable groups considered in training, planning, and awareness activities?
<b>Sustainability</b>	What conditions are required to sustain and institutionalise project results beyond its lifespan?

## 8. Methodology

The capitalisation will follow a participatory and mixed-methods approach including:

1. Desk review of project documentation
2. Semi-structured interviews with key stakeholders
3. Focus group discussions
4. Lessons-learned workshop
5. Triangulation of qualitative and quantitative data.

6. Production of a final report in an EF Capitalization Template

## Inception Phase

The consultant will submit an **Inception Note** detailing refined questions, methodology, tools, work plan, and dissemination strategy for validation by Expertise France.

## 9. Deliverables

Deliverable	Indicative Timeline
Inception Note	1 <sup>st</sup> March 2026
Final Capitalisation Report	15 March 2026
Capitalisation Factsheet (EF format)	20 March 2026
Restitution Workshop & Presentation	30 March 2026

Deliverables shall be submitted in **English** in editable format (Word and PowerPoint) using EF Capitalization Template.

## 10. Organisation of the Assignment

The capitalisation will be managed by **Expertise France** (Field Coordinator in Erbil in coordination with HQ). A light steering mechanism may be established involving EF, JCCC, and GCD to guide and validate key outputs.

## 11. Required Profile(s)

- Postgraduate degree in Disaster Risk Management, Public Policy, Social Sciences, or related fields;
- Minimum 8 years of professional experience in DRM/DRR, humanitarian or institutional capacity-building projects;
- Proven experience (minimum 3 years) in capitalisation, learning, or evaluation processes;
- Strong qualitative analysis, facilitation, and synthesis skills;
- Experience with EU/ECHO-funded projects is an asset;
- Excellent command of English and Kurdish, Arabic is asset.

## Eligibility, Selection Criteria, and Application Process

### Eligibility Criteria:

- Applicants must be legally registered entities or individuals authorized to operate and work in Iraq and/or the Kurdistan Region of Iraq (KRI).
- The submission must include all requested components, including the technical proposal, financial proposal, CVs, and relevant work samples.
- Applicants are required to submit a detailed financial proposal, inclusive of all costs associated with the assignment, in strict compliance with the established budget ceiling of USD 20,000.

### Evaluation of Applications:

The selection will be based on a combined assessment of the technical and financial proposals.

Criteria	Definition	Weight
<b>Quality of Portfolio &amp; Demonstrated Experience</b>	Relevance and quality of past evaluation work, especially in DRR/DP and Iraqi/KRI and similar contexts.	40%
<b>Quality of CVs of the team</b>	Relevant experience and profiles.	20%
<b>Availability &amp; Mobility in KRI</b>	Realistic work plan and methodology and demonstrated ability to conduct fieldwork in the three governorates.	20%
<b>Financial Proposal</b>	Cost-effectiveness, clarity, and completeness of the budget.	20%
<b>TOTAL</b>		<b>100%</b>

- All inquiries related to this call for submissions must be sent via email to [erbil.office@expertisefrance.fr](mailto:erbil.office@expertisefrance.fr) no later than February 7, 2026, at 11:59 PM (Baghdad time). Expertise France will provide responses to all submitted questions within five (5) working days, or sooner where possible. To ensure proper processing, the email subject line must be clearly stated as: Question - Final Evaluation and Capitalization exercise - DRM KRI.
- Interested applicants are required to submit their applications, along with all supporting documents, no later than February 17, 2026, at 11:59 PM (Baghdad time) to

[erbil.office@expertisefrance.fr](mailto:erbil.office@expertisefrance.fr) , with the email subject line clearly stating: Final Evaluation and Capitalization exercise - DRM KRI.

- Please note that our email server can receive files up to the maximum size of 9 MB. Applications exceeding this limit will not be delivered to the tender email address. Therefore, it is strongly recommended to compress your application into a ZIP file or submit it via an easily accessible online platform to ensure successful delivery.