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Organisation internationale pour les migrations (OIM)
L'organisme des Nations Unies chargé des migrations
Implemented by IOM

Call for Proposals

OIM TUNISIA : TN2021-012

Final external evaluation of Regional Development and Protection Programme North Africa Development Pillar Phase I and mid-term evaluation of Phase II

The UN agency for Migration – IOM Tunisia is looking for a **Consultant** according to the terms of reference stipulated below. Interested evaluation consulting firms are invited to submit technical and financial proposals to Tunisrecruitment@iom.int.

The subject line for expressions of interest should read “reference code -RDPP Evaluation [Name of applicant].”

Please note that applications should be in English

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Proposal Submission Instructions

Proposals must include two components: technical proposal and financial proposal, submitted as separate files.

The technical proposal must include the following components:

- Consultants'/organisation's background and experience in conducting similar evaluations.
- Technical proposal that should outline: methodological approach to the assignment, work plan, data collection instruments
- *Curricula* of senior technical team members.

Financial proposal: Please include a budget clearly showing all budget lines and its relevance to the proposal.

Application review information

Following the submission deadline, a Proposal Review Committee will convene to review all applications. Only Shortlisted researchers/organisations shall be contacted. The Committee will evaluate applications based on:

1. Relevant experience and past performance of applicant organisation.
2. Quality of technical proposal.
3. Relevant experience of technical experts.
4. Financial proposal (including consultant fees, accommodation/meals, and international transport costs for the consultant(s)).

I. Evaluation Context

Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental, and non-governmental partners. IOM is dedicated to promoting safe, orderly, and regular migration for the benefit of all. It does so by providing services and advice to governments and migrants.

Due to bottlenecks in migrant integration in North Africa, caused by difficulties in accessing the formal labour market and persistent discrimination, IOM is implementing the project “Regional Development and Protection Programme North Africa – Development Pillar” (RDPP NA DEV) funded by the European Union (DG NEAR). The project targets five countries (Algeria, Egypt, Libya, Morocco, and Tunisia). The first phase of the project, funded under the European Neighbourhood Instrument (ENI), started in February 2016, and ended in October 2020, and the second phase of the project, funded under the EU Trust Fund Africa (EUTF) North Africa window, began in January 2019, and will end in December 2021, with a potential extension until the end of 2022. RDPP NA DEV aims at strengthening the resilience of migrants together with their host communities. The project seeks to shape public opinion on migrants and to enhance integration via interventions that focus on non-discrimination and access to the labour market.

The **Regional Development and Protection Programme (RDPP) for North Africa**, aims at improving the protection of migrants as agents of development by facilitating dignified living conditions and opportunities. At the same time, the programme supports the welfare of migrants and host societies by promoting their empowerment and resilience.

The **RDPP NA Strategy** contains both a protection and a development pillar. This project falls within the **development pillar**, which has as objectives the enhancement of economic opportunities for migrants and host communities; the preventing and controlling discrimination and strengthening of social cohesion through improved, more inclusive services; and addressing potential tensions between migrants and host communities. These goals are attained by building the capacity of civil society organizations, the private sectors, unions, and local authorities to deliver needed services, by supporting the local level projects to provide economic opportunities for migrant and host communities, and by developing initiatives to enhance social cohesion and the realization of migrants’ rights, in particular their right not to be discriminated against, and their right to adequate housing and to work.

Under the direct supervision of the RDPP NA DEV Regional Senior Project Manager and the Monitoring and Evaluation and Reporting Officer of the project, both based in Tunisia, and in close coordination with the relevant project Coordinators in the five implementing countries, the Regional Monitoring and Evaluation Officer and the Regional Thematic Specialist on Labour Mobility and Human Development, the successful candidate will conduct: 1) a final evaluation of RDPP NA DEV phase 1; and 2) a mid-term evaluation of RDPP NA Phase 2. IOM Tunisia, together with IOM’s Regional Offices in Cairo and Brussels, will provide technical support and guidance in their respective fields of expertise during the process. The two evaluations should provide IOM and the main partners with a critical retrospective analysis of the actions implemented as well as precise orientations for the future.

II. Purpose and objectives of the Evaluation

The evaluation is an end-cycle (final for RDPP NA DEV phase 1) and a mid-term (for RDPP NA DEV phase 2) evaluation to be conducted through an external consultant or firm. The evaluation is intended to improve programme management and ensure accountability to the project’s beneficiaries and donor. The main objective is to evaluate the program’s performance against the desired results as articulated

in the projects' result frameworks. Recommendations will be used to improve the program processes as well as the anticipated results in the most sustainable, effective, relevant, and efficient manner.

The evaluation specific objectives aim to:

- Assess the overall project's performance from planning, implementation, and knowledge management by identifying the key strengths and areas of gaps and make the necessary recommendations for future improvement.
- Document vital lessons-learned/best practices resulting from RDPP NA DEV phases 1 & 2 response for future strategies and intervention.
- Understand better what the project has achieved in relation to gender-mainstreaming and overall results.
- Support the use of relevant and timely contributions to organizational learning, informed decision-making processes resulting from the analysis, conclusions, or recommendations as well as accountability for results.
- Endorse IOM's obligation on transparency and Accountability to the Affected Populations (AAP), donors and the five project countries' governmental authorities.

The evaluation intends to help improve the project's processes as well as the implementation of RDPP NA DEV phase II. It will bring specific attention to lessons learned and best practices at a strategic level to improve learning for future interventions primarily for future implementation as well as contribute beyond the organization by generating knowledge and empowering stakeholders.

III. Scope

The scope will focus on the three thematic areas of the RDPP NA DEV as below from 2016:

- Increased integration of migrants in project countries' labour markets (Algeria, Egypt, Libya, and Tunisia).
- Increased social cohesion between migrants and their host communities (Algeria, Egypt, Libya, Morocco, and Tunisia).
- Increased protection and direct assistance of migrants, particularly migrants in vulnerable situations (Morocco).

The above thematic areas are priority areas for the RDPP NA DEV. The geographical focus will be Algeria, Egypt, Libya, Morocco, and Tunisia. The consultant/firm should be based in Tunis, the regional management site of the RDPP NA DEV. Two previous evaluations / monitoring exercises have been conducted on the RDPP NA DEV, both mid-term evaluations of Phase 1: a) an internal IOM evaluation; and b) a monitoring exercise (ROM) by the project donor, the European Union (DG NEAR). Efforts shall be exerted to ensure the inclusivity and engagement of relevant stakeholders to bring out their voices on how they perceived the implementation of RDPP NA DEV; notably, migrants, host communities, and government counterparts.

Objectives and outputs of the RDPP NA DEV phase 2 project:

Specific Objective 1 Increased public awareness and enhanced capacity of local civil society and media to address migration including displacement issues

Result 1.1: The needs of migrants and their host communities in the targeted countries are properly assessed

Result 1.2: *Coordination and response mechanisms are enhanced in the target countries with a particular focus on the empowerment of local CSOs dealing with migrants and their host communities*

Result 1.3 *Public communications and information on migrants including displaced populations based on facts and evidence is encouraged and developed through local media and other relevant stakeholders, with a particular focus on the respect of fundamental rights and the facilitation of dialogue and social cohesion at local level.*

Specific Objective 2: Migrants and their host communities are empowered through sustainable interventions at local level, with a particular focus on socio-economic development needs and on the promotion of rights, dialogue and social cohesion

Result 2.1: *Migrants and their host communities have means for improving their economic and social well-being, and supporting, whenever relevant, inclusive local economic development plans*

Result 2.2: *A culture of rights, dialogue and social cohesion and the protection of vulnerable groups are encouraged and strengthened at community level*

The evaluation processes shall be in line with IOM Data Protection Principles, IOM code of conduct, do no harm principles, UNEG norms and standards for evaluations. IOM Tunisia will provide technical support and guidance during the process, in coordination with IOM Regional Offices in Cairo and Brussels, in their respective fields of expertise. The M&E Regional Advisor in IOM's Regional Office in Cairo will be consulted when deemed necessary. Clear financial track between the evaluation parts related to RDPP phase 1 and to RDPP phase 2 will be ensured.

IV. Evaluation criteria

The project's performance will be evaluated according to the OECD/DAC evaluations quality standards based on the criteria of relevance, effectiveness, efficiency, sustainability, and impact.

1. Evaluation questions

As an example, and without claiming to be exhaustive, some guiding questions on evaluation expectations are proposed in the following list, by criterion:

- Relevance:
 - Does the project comply with international reference frameworks, in particular the SDGs and the Global Compact for Migration?
 - Was the project relevant and coherent with respect to the current context of the target countries?
 - Was the phase 1 and is the phase 2 relevant to the needs and priorities of the target groups?
 - Were the awareness raising/training/advocacy approaches deployed relevant?
 - Were the actions carried out in line with the needs of national and local stakeholders / with the partners' capacities?
 - Were the activities carried out in coordination/cooperation with other national and local actors, and was the choice of these collaborations relevant?
- Effectiveness:

- Are the results achieved in line with the initial expected results?
 - To what extent has the specific objectives been achieved in relation to the defined indicators?
 - To what extent are the key partners and other direct actors satisfied with the results of the project?
 - Has the project created cohesion, a dynamic of consultation and cooperation between the stakeholders?
 - Did the awareness-raising, training and advocacy actions bring the expected results?
 - Have innovative experiences of the project, in particular those supported through calls for initiatives, been exchanged with other actors? If not, what local or external synergies should be developed?
 - Were the partnerships developed, particularly in the context of initiatives, effective?
 - How were the obstacles encountered overcome/bypassed? Were some activities reinforced (or on the contrary reduced, reoriented)? If so, what were the main causes and what were the main results?
- Efficiency:
 - Were the resources mobilized (human, material and financial) in relation to the objectives achieved adapted to the project activities?
 - Were the resources wisely used to ensure maximum results?
 - Are the results observed commensurate with the resources invested?
 - Were there any delays in the implementation of activities? If so, what influence did this have on the conduct and progress of the project?
 - To what extent M&E mechanisms and data used to inform decisions about programme efficiency during implementation?
- Impact:
 - What are the effects of the project (positive and negative) felt by the direct and indirect beneficiaries, the partners? How do they feel? Are the changes sustainable?
 - What has been the project impact and what intervention components contributed to the observed signs of impact if any?
 - Did the inclusive initiatives supported by the project generate the expected effects on migrants in the regions targeted by the action?
 - Are other associations/institutions/services involved in the field inspired by the methods and approaches developed by the project?
 - What measures should be taken to reinforce / guarantee this impact in the long term?
- Sustainability:
 - What project activities and mechanisms put in motions are likely to live on after the project has ended?
 - Have the actors at the local level appropriated the system set up?
 - What project activities and benefits are likely to continue beyond project closure?
 - What lessons can be learned to extend the action in terms of devices or strategy to be implemented?
 - What progress has the project made in terms of appropriation of the principles of migrants' integration?
- Coherence:

- Did the project strategy respond to the priorities of IOM's regional strategies in Africa and in MENA, its partners and its donors?
- What is the added value of the initiatives supported by IOM in comparison with other initiatives carried out in parallel on the same territory and/or the same theme?
- Is the project in line with the priorities established by local, regional, or national authorities in the field of migration in general, and social cohesion and economic integration in particular?
- Coordination:
 - Have synergies and alliances with other local, national, or international actors working in the field, local development in the area been created? Was the choice of these collaborations relevant?
 - Have innovative experiences of the project been exchanged with other actors on a national or international level? If not, what local or external synergies could have been developed?
 - What is the degree of synergy between the project and the different state entities? Can this synergy be described as sustainable?
- Coverage:
 - Has the project succeeded in reaching the intended target groups?
 - Was the selection of beneficiaries for the main project actions done appropriately?
 - To what extent were the beneficiaries' representative of the main socio-demographic characteristics of the population (gender, age, place of residence)?
- Gender equality:
 - To what extent has the project benefits equally distributed among priority women/men target beneficiaries?
 - How has the project contributed to the reduction of gender inequalities?

V. Evaluation Methodology

The evaluation should provide an overall assessment of the quality of the work done (strengths, weaknesses) and of the results achieved in relation to the objectively verifiable objectives and indicators mentioned in the project document, based on the criteria. The evaluation will aim to measure (assess, verify, make sense of, interpret) what has been done, and to highlight the achievements of the project. It will have to verify which objectives have been reached, both in terms of results and in terms of dynamics and processes.

Due to COVID-19 related travel restrictions, innovative methods to gather data from project stakeholders will be necessary. Data to be collected and analysed should include both quantitative and qualitative methods: The consultant/firm should include proposed methods of data collection in the submitted technical proposal, but may include:

1. Field visits/site observation of service delivery points in selected locations in Tunisia.
2. Desk reviews of project documents, narrative, and financial statements.
3. Focus group discussions (FGDs) using both structured and semi-structured questionnaires for some selected beneficiaries, using remote interview methods (such as migrants, host communities, institutional actors, private sector, CSO; implementation partners).
4. Key informant interviews (KIIs) with relevant authorities, community leaders, staff involved in the implementation and supervision of the project at regional level.
5. Interviews and surveys with project beneficiaries.

Ethics, norms and standards

The evaluation processes shall be in line with IOM Data Protection Principles, IOM code of conduct, do no harm principles, UNEG norms and standards for evaluations. The M&E Regional Advisor in IOM's Regional Office in Cairo will be consulted when deemed necessary.

VI. Deliverables

The evaluator is expected to produce:

1. **Inception report** comprising data collection tools, evaluation matrix and workplans
2. **2 * Draft evaluation report** (a phase I end line evaluation, and a phase II midpoint evaluation) submitted for comments by programme stakeholders (at least internal stakeholders)
3. **2 * final evaluation** (a phase I end line evaluation, and a phase II midpoint evaluation) reports that integrate comments from stakeholders
4. Progress reports during the evaluation
5. Presentation of preliminary findings
6. Presentation of the final reports
7. Workshop for evaluation intended users (encouraged in possible) to facilitate use
8. A two-pager evaluation **brief**

Two separate reports will be produced, the first evaluating the entirety of RDPP NA DEV phase one, and the second analysing RDPP NA DEV phase two so far.

VII. Evaluation Proposed Workplan

Activity	Responsible	Location	Timeline			Estimated # of days
			April	May	June	
Meetings: M&E team, project manager/staff/focal points, management	Evaluator and IOM	Tunis	X			2
Desk review of project documents	Evaluator	Tunis	X			6
Inception process: Development/submission of inception report/work plan, tools for the FGD, survey and KIIs	Evaluator	Tunis	X			10
Fieldwork - Key Informant Interviews/ FGD/ On-site observation, etc.	Evaluator	Tunis	X	X		15
Data Analysis	Evaluator	Home-based		X	X	8
Report writing and submission of the first draft	Evaluator	Home-based			X	8
Incorporate feedback and submit a final report with a two-pager evaluation brief (as per IOM template click here)	Evaluator	Tunis			X	2

VIII. Indicative calendar

The total day should be approximately 40 to 45 days, to be refined according to the proposals. The evaluation should start as soon as possible.

The consultant or team of consultants should propose a detailed work plan, clearly outlining the different phases of the evaluation, in particular the different stages of interim and final reporting.

IX. Required competencies

The consultant/firm should have the following qualifications:

- A minimum of Master's degree, preferably in evaluation methods, social science, economics, , law, public health, migration studies with a focus on integration or related disciplines.
- A minimum of 7 years of previous experience working on monitoring and evaluation in migrant integration areas.
- Experience in research on migration issues in North Africa.
- Good understanding of issues of migrant populations and host communities in North Africa.
- Experience in liaising with governmental authorities, NGOs and local service providers as well as beneficiaries including migrant communities.
- Practical experience in research methods.
- Ability to write clear and concise reports and consolidate information from a variety of sources.
- Strong analytical skills, organizational abilities and drive for results.
- Capacity to work effectively and harmoniously with people from varied cultures and professional backgrounds.
- Fluency in English and French are required. Fluency in Arabic is an advantage.