



Evaluation Terms of Reference (ToR)

September 2023

Consultancy Services for External Final Evaluation of the Project on Implementing Global Policies on Environmental Migration and Disaster Displacement in West Africa

Closing Date for Submitting Application: 1 October 2023

Estimated Start Date for the Consultancy: 30 October 2023

Commissioned by: IOM Migration, Environment, Climate Change and Risk Reduction (MECR) Division

Managed by: IOM Migration, Environment, Climate Change and Risk Reduction (MECR) Division

1. Duty Station of the Consultancy: Home-based.
2. Duration of Consultancy: 3 months (October 2023 to January 2024)
3. Nature of the consultancy: Evaluation expert - Category B Consultancy.
4. Project Context and Scope

BACKGROUND

In West Africa, population movements have always been linked to the environment, be it in the form of migrant workers moving during the harvesting season, pastoralists moving with their herds for greener pastures, or displacement due to floods and drought and last resort planned relocation processes due to sea-level rise and coastal erosion. Over the last decades, the adverse effects of disasters, climate change and environmental degradation have intensified slow and sudden-onset environmental events and processes in West Africa, compelling people directly and indirectly to leave their homes.

The International Organization for Migration (IOM), via its Migration, Environment, Climate Change and Risk Reduction (MECR) Division, is carrying out a project on "[Implementing Global Policies on Environmental Migration and Disaster Displacement in West Africa](#)" together with the Platform on Disaster Displacement (PDD) and funded by the Government of the French Republic from February 2020 to July 2023.

The overall objective of this project is to support States in West Africa in their efforts to minimize displacement and facilitate regular migration pathways in the context of disasters, climate change and environmental degradation. It focuses on four Pillars/outcomes, in line with global and regional priorities and responding to the gaps and challenges outlined further below. The four Pillars have the following titles and objectives:

- **Data and Evidence:** To strengthen the evidence base on environmental migration and disaster

Headquarters:

17 route des Morillons • C.P. 71 • CH-1211 Geneva 19 • Switzerland
Tel: +41.22.717 91 11 • Fax: +41.22.798 61 50 • E-mail: hq@iom.int • Internet: <http://www.iom.int>

displacement in West Africa with a view to supporting policy development and knowledge sharing.

- **Policy Dialogue:** To support regional exchange on environmental migration and disaster displacement among States in West Africa, and to promote the coherent implementation of relevant global policies at the regional and national levels.
- **Community Action:** To inform policy on averting and minimizing irregular migration and displacement in the context of disasters and climate change via community and nature-based initiatives.
- **Communication:** To raise awareness on the interplay between migration, displacement, planned relocation, disasters, climate change and environmental degradation in West Africa and to promote solutions to address it.

EVALUATION OBJECTIVE

The objective of the evaluation is to assess the project's performance and progress made in the implementation period, as well as to identify challenges encountered, good practices and lessons learned, in relation to the project's contribution to the pre-determined objectives and expected results. Furthermore, the evaluation will assess if the project contributed towards commitments emanating from: of the Global Compact for Safe, Orderly and Regular Migration (GCM), in alignment with aligned with commitments made in the Paris Agreement, together with the Task Force on Displacement Plan of Action 2019-2021 under the United Nations Framework Convention on Climate Change (UNFCCC); and the Sendai Framework for Disaster Risk Reduction 2015-2030, together with its Programme of Action for the Implementation in Africa.

EVALUATION SCOPE

The evaluation will cover the entire project duration , from February 2020 to 31 October 2023, and all pillars of the project. The geographical scope is global, with the special focus on West Africa region where the project has been implemented.

This final evaluation is being conducted for use of the different project stakeholders, as follows:

INTENDED USERS	PURPOSE OF USE
Donor	Assess the achievements of the project
Core Project Committee	Assess accountability and achievement of the project
Regional and national authorities in ECOWAS region	Assess the relevance and accountability of the interventions in support of regional and national interventions
Participating UN Organizations	Enhance visibility of lessons learnt and best practices taken by the project and design future interventions based on these lessons and practices.
Local communities engaged with the project	Understand the results, lessons learnt and best practices generated in their communities through the project
Other Project Stakeholders	Understand the achievements, lessons learnt and best practices generated by the project
General audience interested in evaluations	Receive information about the evaluation methodology and use

EVALUATION CRITERIA

The evaluation will assess the project based on standard OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, coherence, impact, and sustainability.

The evaluation will also address the following cross-cutting themes:

- Rights-based approach: the conscious and systematic integration of rights, norms and standards derived from international law into programming.
- Gender mainstreaming: The process of assessing the implications of any planned action, including legislation, policies or programmes, for people of different gender groups, in all areas and at all levels. It is an approach for making everyone's concerns and experiences an integral dimension of the design, implementation, M&E of interventions in all political, economic and societal spheres so that all gender groups benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. On this criteria, please also refer to the [IOM Guidance for Addressing Gender in Evaluations](#).

EVALUATION QUESTIONS

Th A final list of evaluation questions and sub-questions will be presented in the inception report delivered by the evaluator. The below questions are indicative of the types of questions to be addressed in the evaluation:

Criteria	Questions
<ul style="list-style-type: none"> • Relevance: Is the project relevant? 	<ul style="list-style-type: none"> - To what extent does the project make sense in the current context, and to what extent are the project's objectives and outcomes valid and relevant? - Are the project activities, outputs and outcomes relevant to its objectives? - Does the project meet the needs of beneficiaries and stakeholders and where they consulted/engaged throughout? - Is the project well designed (especially the results framework) to address needs and priorities? If not, what changes should have been done? - Is the project aligned with national, regional and/or global strategies (GCM, SDG)? - Is the project consistent with donor priorities? - Does the project contribute to understand the link between migration, environment, climate change and disaster risk reduction?
<ul style="list-style-type: none"> • Coherence: How does the project fit into the global as well as local context regarding migration, environment, climate change and disaster risk reduction? 	<ul style="list-style-type: none"> - Are there synergies between the project and other interventions/projects carried out by IOM and/or other partners? - What benefits the synergies created? - Are other actors involved in the same type of activities, and to what extent are these complementary to IOM's activities? - To what extent the interventions advanced the enjoyment of human rights by relevant rights-holders and gender equality and empowerment

	of women and girls?
<ul style="list-style-type: none"> Effectiveness: Have the outputs and outcomes been achieved according to the results framework? 	<ul style="list-style-type: none"> Are the beneficiaries reached as planned and satisfied with the interventions and their results? What are the main factors influencing the achievement of the project's outcomes? To what extent has the project adapted to changing external conditions in order to ensure project outcomes?
<ul style="list-style-type: none"> Efficiency: Are resources being used effectively? 	<ul style="list-style-type: none"> How well are resources (funds, expertise, and time) used to achieve results? To what extent are disbursements for activities being implemented as planned?
<ul style="list-style-type: none"> Sustainability: Are the benefits sustainable? 	<ul style="list-style-type: none"> Is the project supported by local institutions and/or are there structures in place to continue? To what extent have key target groups and stakeholders been involved in discussions about project sustainability?
<ul style="list-style-type: none"> Impact: What significant changes/results the project has made, if any? 	<ul style="list-style-type: none"> How is IOM's approach to MECR perceived by the Member States, donors, UN partners and affected populations? What direct, indirect, immediate, and medium-term effects of IOM's approach can be noted from the implementation at global, regional, and national levels (noting that the evaluation is taking place right at the closure of the project)? Does the impact come from the intervention, from external factors or from both?

EVALUATION METHODOLOGY

The evaluation should primarily be based on a desk-review of relevant project documents. IOM will provide the necessary documentation, including the approved project proposal, work plans, activity and project reports. Additional data collection will be done through in-person/online interviews.

The evaluation will provide quantitative and qualitative data through the following methods:

- Document review and verification of all relevant project documentation and data, including the project document, results framework, workplan, progress reports, and any other data or information deemed relevant;
- Interviews using semi-structured questionnaires with relevant stakeholders (as agreed with IOM).

EVALUATION DELIVERABLES

- An inception report will be shared by the evaluator with the evaluation management team. The report should include an evaluation matrix, evaluation methodology, work plan, interview guide, and other data collection instruments to be used in the evaluation. The inception report will need to be approved by IOM before proceeding with data collection.

- The evaluator will present initial evaluation findings, conclusions and recommendations to debrief the IOM team for them to identify and correct any misinterpretations or gaps.
- A first draft of the report, with a maximum of 25 pages (without annexes), will be shared with the IOM team using the agreed outline. The management team will review the report and provide comments to be incorporated by the consultant.
- A final report will be shared with IOM in line with the agreed outline/structure of the report. Appendices should include the terms of reference, the inception report, the list of documents reviewed, the list of people interviewed or consulted, and the data collection instruments.
- The evaluator will partially fill out the management response (template will be provided by IOM).
- The evaluation will provide online presentations of the evaluation report and a visual evaluation brief.

All deliverables need to be aligned visually with the project branding. All deliverables must be written in English.

SPECIFICATION OF ROLES

Evaluation Management :

- Provide evaluators with timely access to all relevant documents, and facilitate the initial preparations including identifying relevant stakeholders and organizing the agenda.
- Manage the evaluation process including feedback and comments to the inception report, evaluation matrix and draft evaluation report.
- Complete the management response to the evaluation to address issues or challenges flagged by the evaluator.

The evaluator:

- Design the evaluation methodology, and data collection tools.
- Prepare for and carry out data collection and analysis and delivering the products outlined in the deliverables section. The Evaluator will be responsible for leading the process and compiling the draft and final versions of each product.
- With support from the Evaluation Management Team coordinate with stakeholders for the data collection.
- Provide periodic feedback as needed to the Evaluation Management Team on progress and any challenges faced.
- Ensure that project stakeholders and relevant users are engaged in the evaluation process.
- Present on the initial findings and tentative conclusions, through the documents as well as through an online workshop. This will allow for any obvious oversights, misinterpretations, or information gaps to be identified and addressed before the evaluator begins drafting the full report.
- Draft and revise the final report and evaluation brief and presentations, in coordination with the

evaluation Management Team.

- Partially fill out the management response (template will be provided by IOM).
- Facilitate an online debriefing for the project stakeholders and general audience to present conclusions of the evaluation and lessons learnt.
- Ensure the final report is publishable, follows the branding guidelines and has gone through an editorial process.

EVALUATION ETHICS

The evaluation must follow IOM Data Protection Principles, UNEG Norms and Standards for evaluations and relevant ethical guidelines. The commissioning agencies abides by the norms and standards of UNEG and expects all evaluation stakeholders to be familiar with the ethical conduct guidelines of UNEG and the evaluator(s) with the UNEG codes of conduct as well.

EVALUATION BUDGET

Applicants should annex a financial proposal with precise breakdown of costs to their application.

5. **Organizational Department / Unit to which the Consultant is contributing:** Department of Peace and Development Coordination / Migration, Environment, Climate Change and Risk Reduction Division
6. **Category B Consultant: Tangible and measurable outputs of the work assignment**

The entire evaluation process will take 45 working days, including preparation, data collection, analysis, and report writing. The consultancy must be completed **by 31 January 2024**. Under the overall supervision of the IOM MECR Project Officer and IOM MECR Expert, the consultant will perform the following actions:

Activity/responsible party	Number of days (working)	Deliverable/Timeframe
Inception phase: 1. document review, inception interviews and preparation of the draft inception report (evaluator). 2. Review of the report (reference group and/or evaluation manager) 3. Approval of the inception report (reference group and/or evaluation manager).	10 days	Inception report: 15 November 2023
Data collection phase: 1. Conduct of in-depth interviews with internal and external stakeholders (evaluator) 2. Regular updates to evaluation manager (evaluator)	20 days	

Reporting phase: 1. Drafting of the evaluation report (evaluator) 2. Review of the draft evaluation report (reference group and/or evaluation manager) 3. Incorporation of feedback, presentation of findings for feedback from review process and submission of the finalized evaluation report (evaluator)	15 days	First draft report: 12 December 2023 Final report: 31 January 2024
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7. Performance indicators for the evaluation of results

- Deliverables submitted according to timelines outlined above.
- Quality of the deliverables according to the task outlined above.
- Final version of the deliverables submitted reflects the inputs of the parties consulted.

8. Education, experience and/or skills required

An individual consultant is required for this evaluation. The individual consultant will sign a consultancy contract with IOM. IOM will also consider multiple individual consultants to work as lead-consultant and support, as long as the financial proposal does not exceed the budget allocated for the vacancy post.

Interested candidates should demonstrate experience in the following areas: international development, evaluation of international cooperation projects, research (qualitative and quantitative). In particular, applicants must present:

- A minimum of a Master's degree in social research and/or evaluation methods, social/political science, development studies, or similar disciplines;
- At least 10 years of experience in the evaluation of development projects or initiatives, including the theory of change approach to evaluation, human rights-based programming and results-based management;
- Demonstrated knowledge of migration, environment, climate change and disaster risk reduction;
- Excellent command of English and French;
- Knowledge of the roles, mandate and functioning of IOM;
- Proven skills and experience in quantitative and qualitative data collection and writing of related technical and analytical reports;
- Strong conceptual, analytical and communication skills;
- Proven ability to deliver quality assignments under tight deadlines.

Other requirements

The consultant must adhere to the IOM Data Protection Principles (IN/138) and maintain confidentiality. All deliverables must be written in English. The final report must meet the standards defined in the UNEG Evaluation Report Quality Checklist.

9. Travel required: No travel required.

10. Competencies

Values

- **Inclusion and respect for diversity:** respects and promotes individual and cultural differences; encourages diversity and inclusion wherever possible.
- **Integrity and transparency:** maintains high ethical standards and acts in a manner consistent with organizational principles/rules and standards of conduct.
- **Professionalism:** demonstrates ability to work in a composed, competent and committed manner and exercises careful judgment in meeting day-to-day challenges.

Core competencies – behavioural indicators

- **Teamwork:** develops and promotes effective collaboration within and across units to achieve shared goals and optimize results.
- **Delivering results:** produces and delivers quality results in a service-oriented and timely manner; is action-oriented and committed to achieving agreed outcomes.
- **Managing and sharing knowledge:** continuously seeks to learn, share knowledge and innovate.
- **Accountability:** takes ownership for achieving the Organization's priorities and assumes responsibility for own action and delegated work.
- **Communication:** encourages and contributes to clear and open communication; explains complex matters in an informative, inspiring and motivational way.

Interested candidates should apply by 1 October 2023 and send the following to eduparc@iom.int, with cdaszkievicz@iom.int in CC *via* e-mail with the title "External Assessment Application by [X]":

- Copy of CV of the candidate
- Evaluation proposal outlining the proposed methodology, data analysis techniques, quality control measures and specification of timelines
- Availability
- Detailed financial proposal
- A sample of previous similar work

Late or incomplete proposals will not be considered.