



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

Request for Proposals

The International Organization for Migration (hereinafter called **IOM**) intends to hire Service Provider for the Return and Recovery unit of IOM in Iraq for which this Request for Proposals (RFP) is issued.

IOM now invites Service Providers/ Consulting Firms to provide Technical and Financial Proposal for the following evaluation services of:

- FINAL EVALUATION OF CRP IX Project; Community Revitalization Program

More details on the services are provided in the attached Terms of Reference (TOR).

The Service Provider /Consulting Firm will be selected under a Quality –Cost Based Selection procedures described in this RFP.

The RFP includes the following documents:

- Annex A: TOR

The Proposals must be delivered through e mail to IOM on IRAQTENDERS@iom.int with subject of : 17th January 2022 at 11:00 am . No late proposal shall be accepted. Proposals with no above email subject will be discarded.

IOM reserves the right to accept or reject any proposal and to annul the selection process and reject all Proposals at any time prior to contract award, without thereby incurring any liability to affected Service Providers/ Consulting Firms

[IOM Erbil office Logistic](#)

IOM is encouraging companies to use recycled materials or materials coming from sustainable resources or produced using a technology that has lower ecological footprints.

TITLE: FINAL EVALUATION OF CRP IX Project; Community Revitalization Program
Commissioned by: IOM IRAQ COUNTRY OFFICE

1. EVALUATION CONTEXT

1.1. Political, Environmental, and Socio-economic Context:

The crisis in Iraq saw the occupation of large areas of the country by ISIL, followed by Government-led military operations to re-take ISIL controlled areas. The armed conflict led to massive internal displacement, with more than 5.8 million people displaced following the emergence of ISIL in 2014. After the liberation of Mosul in September 2017, large numbers of displaced populations have started to return home. IOM Iraq's Displacement Tracking Matrix (DTM) of July 2021 reported nearly 1.2 million individuals still displaced in the country, while 4.9 million had returned to their area of origin, showing for the first time since the end of the conflict the highest number of returnees than IDPs in the country.



Figure 1. Number of IDPs and returnees over time

Many conflict-affected communities are receiving a high number of returnees, which puts the limited resources and services available under strain. Other challenges arise from the return of IDPs to their areas of origin such as increasing tensions in the community due to competition for resources, amplification of sectarian ethno-religious divisions, and possible retaliation towards those perceived having affiliations with parties to the conflict. IDPs and returnees have limited access to employment opportunities, limited access to essential services and live in poor housing conditions.

1.2. Summary of the IOM Iraq Community Revitalization Program (CRP):

Since 2007, IOM has contributed to the stabilisation of Iraq by improving the socio-economic conditions of vulnerable individuals and communities. Hence, strengthening the resilience of communities and promoting social cohesion through a comprehensive approach encompassing five main outcome areas: (1) Increased Human Capital, (2) Promoting Good Governance, (3) Improving Access to Social Services, (4) Supporting Local Economies, (5) Creating Safer Communities. A cornerstone of IOM's Transition and Recovery¹ approach is the CRP launched in 2011, following three phases of the Program for Human Security and Stabilization (PHSS) implemented from 2007 to 2011. Phase IX of the CRP contributes to stabilisation efforts by the government of Iraq by improving the conditions for the sustainable socio-economic inclusion of returnees and the revitalisation of local economies in displacement-affected communities across 15 governorates. Building on the experience from previous phases of this programme, IOM implemented interventions that look at the continuation and strengthening of successful methodologies for job creation in short to medium term, while identifying and working on opportunities for an increased enabling environment for sustainable economic development and the return of IDPs. The CRP utilised a holistic community stabilisation approach that includes the provision of support for community infrastructure critical in the delivery of basic services; livelihood assistance and market-related infrastructure rehabilitation in support of economic revitalisation; and the strengthening of civil society capacity for the development and implementation of community engagement activity.

¹ Currently Return and Recovery Unit

The current CRP IX involves five outcomes: (1) Improved community and stakeholder's engagement through strengthened partnerships and capacity building initiatives. (2) Enhanced employability and business support through revitalised and fostered economies of the affected communities. (3) Improved economic infrastructures to facilitate community access to basic services. (4) Facilitated Voluntary Returns and Supported Durable Solutions. (5) Improved understanding of migration and displacement related issues within the context of Iraq through humanitarian information products.

2. EVALUATION PURPOSE

The evaluation is an IOM end-cycle (final) summative evaluation to be conducted through an external firm and intended for programme management and donor to provide insights about the effectiveness of the project. The main objective is to evaluate the program's performance against the desired results as articulated in the project's result framework. Recommendations will be used at a strategic level to improve learning for the future interventions.

The evaluation specific objectives aim to;

- Identify potential impacts of COVID-19 on project completion and achievement rates.
- Assess the progress of the project's indicators against the targets, as articulated in the result-framework.
- 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 improvement.
- Document vital lessons-learned/best practices for future strategies and interventions.
- Support the use of relevant and timely contributions to organisational learning, informed decision-making processes resulting from the analysis, conclusions or recommendations as well as and accountability for results.
- Endorse IOM's obligation on transparency and Accountability to the Affected Populations (AAP), donors and Iraqi government authorities.

3. EVALUATION SCOPE

The scope will focus on all the outcomes of the CRP IX as shown below;

- Improved community and stakeholder's engagement through strengthened partnerships and capacity building initiatives.
- Enhanced employability and business support through revitalised and fostered economies of the affected communities.
- Improved economic infrastructures to facilitate community access to basic services.
- Facilitated Voluntary Returns and Supported Durable Solutions.
- Improved understanding of migration and displacement related issues within the context of Iraq through humanitarian information products.

The evaluation will exclusively be on the PRM project CRP Phase IX. The primary geographical focus will be in the fifteen locations where CRP IX activities have been implemented, namely, Anbar, Babylon, Baghdad, Basrah, Diyala, Kerbala, Kirkuk, Najaf, Ninewa, Missan, Salah-al-Din and Thi-Qar, as well as three governorates within the Kurdistan Region of Iraq: Dahuk, Erbil, and Sulaymaniyah.

4. EVALUATION CRITERIA

Project's performance will be evaluated against the evaluation criteria of relevance, coverage, effectiveness, coherence and coordination, efficiency, sustainability and impact. In total, the evaluation criteria form the basis and guidance for the evaluation suggested questions as presented below.

5. EVALUATION GUIDING QUESTIONS

Relevance

- a) To what extent do the activities, outputs and outcomes remain sound and pertinent as initially intended?
- b) Is the project in line with local needs and priorities?
- c) To what extent is the selection of beneficiaries consistent with the project selection criteria, and does the selection criteria adequately target the populations most in need of stabilisation and revitalisation assistance?

Coverage

- d) Who were the major groups in need of the assistance?
- e) Of these groups, who were provided with humanitarian assistance?
- f) What, if any, were the differential impacts of this assistance on different groups based on displacement status?
- g) Did women and men equally benefit from the project? What are/were some of the barriers to meaningful participation and what has been done to address these barriers?

Effectiveness

- h) To what extent has been the impact of COVID-19 on the realisation of planned results?
- i) What is the overall progress towards the expected results? Are there significant challenges that hinder the realisation of the planned results?
- j) What are the components and delivery approaches that are most effective, and which are least effective? What needs to be done to improve the performance to achieve the expected results?
- k) Is the program adequately applying 'Do No Harm' principles?
- l) Are the outputs leading to the intended outcomes/results?

Coherence

- m) Were project activities and aims in line with main humanitarian aims?
- n) Were project activities coordinated with other actors?

Efficiency

- o) Is the project implemented according to the workplan?
- p) Is the project's progress on schedule?
- q) Does the program have clear reporting lines?
- r) How efficiently were the resources used to achieve the intended results in line with the implementation context?

Sustainability

- s) Are structures, resources and processes in place to ensure that benefits generated by the project continue once external support ceases?
- t) To what extent are relevant target groups actively involved in decision-making concerning project orientation and implementation?
- u) How far is the project embedded in institutional structures that are likely to survive beyond the life of the project?

Impact

- v) What are the broader effects of the project on individuals, gender, and age groups, IDPs/host-communities and institutions?
- w) What are the intended/unintended positive/negative results at the macro (sector) and micro (household) levels?
- x) What are the significant factors influencing the achievement of the project's outputs and outcomes?

6. THE METHODOLOGY OF THE EVALUATION

Efforts shall be exerted to safeguard the inclusivity and engagement of relevant stakeholders to bring out their voices on how they perceived the implementation of the project; notably, the returnees, IDPs, host communities, the most vulnerable conflict-affected populations, civil societies, government counterparts, community and local authorities' leaders. Key Informants Interviews (KIIs) with representatives from the community, government authorities, and other relevant actors (if any) should be held. Similarly, FGDs with a selected sample from the Returnees, IDPs and host-communities or beneficiaries will be conducted to assess how the project has responded according to their expectations, objectives and priorities.

The Evaluation methodology should focus on gender dimensions, by integrating sex and gender analysis into the research.

The evaluation processes shall be in line with IOM Data Protection Principles², IOM code of conduct, Do no harm principles, UNEG norms and standards for evaluations³. The IOM Iraq MEAL team and the Evaluation Reference Group (ERG)⁴ will provide technical support and guidance during the process. The M&E Advisor in IOM's Regional Office in Cairo will be consulted when deemed necessary. The results of this evaluation will contribute to improving learning for future interventions.

Summary of the Evaluation Methodology and Data Collection Tools

Table 01: Evaluation Methodology and Data Collection Tools

Method	Tasks	Tools required	Products
Desk study	Review project reports, M&E reports, assessments, selection criteria, work plans and other documents.	Evaluation rubric ⁵	<ul style="list-style-type: none"> • Implementation strategies identification; • Identification of progress and challenges • Key project components implemented, and result achieved
Key Informant Interviews	Identify and secure an interview with relevant KIIs: programme staff, management, community and stakeholder's representatives (IDPs, host-communities, governmental authorities, civil societies, and other actors). <u>At least 45 KIIs with relevant stakeholders</u>	Interview Guides for the evaluation purpose, Structured questionnaire	<ul style="list-style-type: none"> • Qualitative data on project processes and performance about target results • Insight on the view of problems and recommend solutions. • Different perspectives on issues
On-site observation	Conduct field visit, observation of project activities and sites <u>(at least one visit per activity per governorate)</u> ⁶	Observation Guides	Qualitative data/cues about project contexts/challenges as well as risks
Focus group discussion	<ul style="list-style-type: none"> • At least 15 FDGs to explore stakeholder opinions and judgements towards the engagement level, processes, and project implementation. 	Structured questionnaire	An in-depth qualitative information

² IOM Data Protection Manual, <https://publications.iom.int/books/iom-data-protection-manual>

³ <http://www.uneval.org/document/guidance-documents>

⁴ The ERG is a technical advisory group comprising of members representing different constituencies who have an interest in the evaluation outcomes. They are chosen by their relevant expertise in Monitoring and Evaluation, Research methods, Project Management, Coordination, livelihood and thematic representation.

⁵ Evaluative rubric is a qualitative data assessment tool which involves articulating things that matter in the initiative being evaluated in line with the performance quality standard in project activities, their delivery strategies and resultant products or services predefined according to the evaluation purpose. See also: http://carla.umn.edu/assessment/vac/improvement/p_4.html

⁶ At least three activities per governorate

EVALUATION TERMS OF REFERENCE

	<ul style="list-style-type: none"> In-Depth information on the needs, motivations, intentions, and experiences of the group to assess how the project has responded according to their expectations 		
Beneficiary Interviews and surveys	Identify and secure interviews with Beneficiaries (sample for each activity should be selected based on a statistically relevant sample per the survey system, that is, a 95% confidence level and a confidence interval of 5) <u><i>Around 1,400 interviews/surveys with program beneficiaries</i></u>	Structured questionnaire	Quantitative information
Comparative non-beneficiary interviews and surveys	Identify and secure interviews with comparable individuals, profiled but not selected (sample for this activity should be selected based on a statistically relevant sample per the survey system, that is, a 95% confidence level and a confidence interval of 5)	Structured questionnaire	Quantitative information

7. EVALUATION DELIVERABLES

The evaluator is expected to produce:

- (1) Inception report as per the IOM template ([click here](#)) including the tools/materials/templates, results and analysis produced to conduct FGDs, interviews and on-site observations.
- (2) Briefing and debriefing meetings in addition to the routine meetings and discussions with the M&E Officer, Programme Manager/ project team, ERG, Project focal points and IOM management.
- (3) A presentation of the initial/ preliminary findings and, a final draft report outlining the lessons-learned and recommendation.
- (4) Draft evaluation report.
- (5) The final evaluation report (incorporating comments and technical inputs from the reference group)with a summary of the evaluation brief (2-pager evaluation brief per IOM template [click here](#)) - clearly describing concrete steps which will include an approach on how the four-thematic outcomes of the project (as outlined under the evaluation scope) were implemented and how it will be implemented in future. The final report shall be in the IOM evaluation template - [click here](#).
- (6) Updated Results Framework

8. EVALUATION PROPOSED WORKPLAN

Table 02: The Evaluation proposed work plan

Activity	Responsible	Location	Start	Data Analysis	Reporting
			Jan	Feb	Mar
1. Meetings: M&E team, project manager/staff/focal points, management.	IOM	Erbil/ Home-based	X		
2. Desk review of project documents	Evaluator	Erbil/ Home-based	X		
3. Inception process: Development/submission of inception report/work plan, tools for the FGD, survey and KIIs.	Evaluator	Erbil/ Home-based	X		

EVALUATION TERMS OF REFERENCE

4. Fieldwork - Key Informant Interviews/ FGD/ On-site observation, etc.	Evaluator	Iraq - Field site.	X	X	
5. Data Analysis	Evaluator	Home-based		X	
6. Report writing and submission of the first draft (in IOM template - click here.)	Evaluator	Home-based			X
7. Incorporate feedback and submit a final report with a two-pager evaluation brief (as per IOM template click here)	Evaluator	Erbil/ Home-based			X

9. EVALUATION BUDGET AND DISBURSEMENT

The payment terms shall be issued per the terms and condition of the Purchase Order (PO) based on the disbursement schedule below;

- Satisfactory inception report submission – 40%
- Submission of a draft report – 20%
- Satisfactory final report with a two-pager brief and relevant annexes – 40%

The final payment shall be issued not less than 30 days upon (1) the completion of the work, (2) receive of the final original invoice and (3) receive of the final evaluation report and summary of the evaluation brief following the incorporation of feedback from the IOM ERG.

10. REQUIREMENTS

IOM's preference is for a consultancy firm. The selected firm is expected to assemble a team of evaluators to ensure a combination of skills necessary to deliver the assignment. However, the evaluation agreement will be signed with the firm, and it's up to the firm to decide on how to assemble resources to produce expected results. The selected firm or individual should possess the following minimum qualifications as follows:

Table 03: Qualifications and Experience

	<i>Qualifications and experience</i>
<i>Academic skills</i>	Master's degree in advanced applied research/evaluation methods/ economics, business, or any related academic discipline or an affiliation with a research institution or a university, holding a PhD, or being in pursuit of a PhD in a relevant field is an advantage.
<i>Previous Experience</i>	<ul style="list-style-type: none"> ○ 5 of years evaluating humanitarian programmes ○ At least two evaluation contracts of similar value, nature and complexity implemented over the last three years or more. ○ Strong background in monitoring and evaluation techniques and ideal experience in conflict-affected countries. ○ Conversant with the context in Iraq, other countries in the Middle East or MENA region. ○ Experience in developing and implementing Evaluations with the UN, International NGOs or donors. ○ Familiarity with the OECD/DAC and UNEG evaluation framework. ○ Excellent knowledge and experience in survey design, implementation of surveys and statistical data analysis. ○ Excellent analytical, communication, writing and presentation skills. ○ Ability to analyse complex intervention.
<i>Accountability</i>	<ul style="list-style-type: none"> ○ Creates a respectful office environment free of harassment and retaliation and promotes the prevention of sexual exploitation and abuse (PSEA).

EVALUATION TERMS OF REFERENCE

	<ul style="list-style-type: none"> ○ Accepts and gives constructive criticism. ○ Follows all relevant procedures, processes, and policies related to the organisational principles. ○ Meets deadline, cost, and quality requirements for outputs. ○ Monitors own work to correct errors or incorporate inputs. ○ Takes responsibility for meeting commitments and for any shortcomings.
<i>Orientation</i>	<ul style="list-style-type: none"> ○ Identifies the immediate and peripheral programme staff of own work. ○ Establishes and maintains productive working relationships with staff. ○ Identifies and monitors changes in the needs of evaluation, including donors, governments and project beneficiaries. ○ Keeps staff/managers informed of developments and setbacks related to the evaluation.

11. SUBMISSION OF APPLICATION/EXPRESSION OF INTEREST

The interested firm should submit a technical proposal with a detailed evaluation methodology, indicative work plan, and the overall approach to the evaluation and an all-inclusive budget proposal no later than **December 20th, 2021**. The submission should include the followings:

- Company profile including a history of similar projects (if applicable);
- A cover letter;
- CV and biographies of independent consultant/consulting firm and key assessment team members (if any);
- References for each evaluation team member or the firm;
- An example of a recent evaluation report.

Important Note: When evaluating the competing applicants, IOM will consider the written qualifications/capability, financial offer, the information provided by the applicants, and any other information obtained by IOM through its research.

The submission of proposals (technical and financial) and/or related questions should be directed via procurement email to: IRAQCFP@iom.int

12. ANNEXES

Project Selected for the Evaluation:

Table 04: Project for the Evaluation

Donor	Project Title	Start date	End date	Total Budget
PRM	Community Revitalization Program IX	1-Oct-19	30-Sep-21	50 Million USD