



Call for Application - Evaluation Terms of Reference

FINAL EXTERNAL EVALUATION FOR THE PROJECT Awareness Raising and Information for Safety and Empowerment for All - Albania — ARISE-ALL

Commissioned by: IOM Country Office in Albania

Project managed by: Alma Jani, Head of Office

Evaluation managed by: Alketa Gaxha, Project Coordinator

IOM Project Identification (PRIMA / project ID):	AL10P0505 / PX.0238
Project title:	Awareness Raising and Information for Safety and Empowerment for All – Albania – ARISE-ALL
Project type:	Primary: PX - Protection and Assistance to Vulnerable Migrants Secondary: PM - Media and Communications
Executing agency:	International Organization for Migration (IOM)
Management site:	Tirana, Albania
Duration:	1 January 2021 – 31 December 2022
Geographical coverage:	Albania
Beneficiaries:	Direct beneficiaries will be potential irregular migrants estimated at around 52% of population 18 to 40 years old and those directly influencing their perception and behaviour. Direct beneficiaries will be potential irregular migrants estimated at around 52% of population 18 to 40 years old and those directly influencing their perception and behaviour. Albania will directly benefit from the Action, which will take place on its territory and will directly engage its citizens, civil society, state actors and diaspora. All European Union countries will benefit from the Campaign results’ which will contribute to the decrease of the number of people irregularly crossing EU borders
Partner(s):	1. The Immigration Office of the Federal Public Service for Home Affairs of Belgium (IO-Belgium). 2. The Repatriation and Departure Service of the Netherlands (DT&V).
Budget:	EUR 600,000
Donor:	European Union’s Asylum, Migration and Integration Fund, SPF Interieur Belgium and Ministry of Justice, The Netherlands

1. Evaluation context

Established in 1951, the International Organization for Migration (IOM) – the UN migration organization, 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 humane and orderly migration for the benefits of all and does so by providing services and advice to governments and migrants.

IOM has been operationally present in Albania since 1992, while Albania became an IOM member state in 1993. Since then, IOM has become one of the main international partners of the Government of Albania (GoA), supporting its continuous progress and efforts in migration governance in line with Albania's priorities of European Union integration. IOM is a member of the UN Country Team (UNCT) in Albania since 2007. IOM actively contributes to the implementation of the GoA-UN Programme of Cooperation for Sustainable Development 2017-2021, a framework that guides the work of the GoA and the UNCT and their partnerships and aligns the support, funds and programmes of 17 UN agencies including IOM, to Albania's development priorities. On 19 September 2016 IOM joined the UN during the summit for Refugees and Migrants, as the "UN migration agency".

IOM Albania is implementing the "Awareness Raising and Information for Safety and Empowerment for All –Albania/ARISE ALL" financed by the European Union's Asylum, Migration and Integration Fund (2014-2020). The project "ARISE-ALL" contributes to influencing the change of behaviour of the groups with high potential to migrate irregularly as well as key "enablers" in Albania. The project is raising awareness among Albanian citizens considering irregular migration to Europe on the risks of irregular migration and provides information on existing economic and educational opportunities in Albania and the regular migration channels to Europe. The project has established an "influencers" network with personal migration experience, who are sensitizing the population through events, social networks, mini projects, awareness raising, video messages etc. and engages two celebrities to endorse the campaign and distribute its messages.

This project is expected to increase awareness and potentially change perception and behaviour towards irregular migration. It will contribute to the decrease of those using irregular channels and explore local development alternatives or regular migration. Direct beneficiaries are potential irregular migrants estimated at around 52% of the Albanian population between 18 to 40 years old and those directly influencing their perception and behaviour.

2. Evaluation purpose and objective

The evaluation will aim: (i) to determine extent to which the objectives of the ARISE – ALL project and information and awareness raising campaign have been met and assess the likelihood of sustainability upon campaign completion; (ii) to identify causes for any achievement of results or any unsatisfactory results, including IOM's institutional strengths and weaknesses in implementing the project; and (iii) to identify needs for further information and awareness raising activities on prevention of irregular migration from Albania. The evaluation is being conducted to support IOM and the donor in assessing progress, to ensure accountability; in determining what is working and what is not, to inform future phases; and, to identify knowledge, good practices, and lessons learned.

- **IOM Albania:** The evaluation will assist IOM Albania’s management in approaching and planning any future engagement with the Government of Albania, particularly regarding capacity building and migration governance.
- **Government of Albania:** The evaluation will assist the Government to engage with IOM and other development partners in the field of migration governance.

To support transparency, the evaluation report will be shared with local partners, with the Regional Office in Vienna and will be published on the IOM Evaluation webpage and evaluation repository. The evaluation brief and report will be posted also in the website of IOM Albania.

3. Evaluation scope

This evaluation will cover the entire project implementation period January 2021 - to December 2022, and all the 12 regions of Albania and selected Diaspora communities or members in Belgium and the Netherlands, where project activities have been implemented.

4. Evaluation criteria

In response to the evaluation purpose as stated above, the evaluation will be guided by the six OECD/DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, and sustainability and impact), in addition to the cross-cutting themes of gender-sensitive and rights-based approaches to migration governance.

For each of the evaluation criteria, the evaluator will respond to the following evaluation questions.¹ Evaluation questions have purposefully been limited to ensure each can be answered in sufficient depth.

5. Evaluation questions

Evaluation Criteria	Evaluation Question
<p>Relevance: assessing to what extent the project’s objective and intended results remains valid and pertinent either as originally planned or as subsequently modified</p>	<ol style="list-style-type: none"> 1. Do the project’s expected outcomes and outputs remain valid, pertinent and appropriate either as originally planned or as subsequently modified? 2. To what extent did the intervention compliment or contradict other priorities and policies of the Government of Albania? government policies and global commitments? 3. Was the project well designed according to IOM project development guidelines?
<p>Coherence: assessing the extent to which other internal and external interventions support or undermine the interventions made by the project</p>	<ol style="list-style-type: none"> 4. To what extent did the intervention compliment other initiatives on migration governance in Albania? 5. To what extent does the intervention add value/avoid duplication in the given context?

¹ The evaluation questions are proposed for the evaluator, but they will be reviewed and revised as relevant in accordance with further discussion with the evaluator during the inception phase.

<p>Effectiveness: assessing the extent to which a project achieves its intended results</p>	<p>6. To what extent did the intervention achieve its intended results (outcome and outputs)?</p> <p>7. To what extent did the replacement of face-to-face meetings by online activities due to COVID-19-restrictions affect the effectiveness of the campaign?</p>
<p>Efficiency: assessing how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs in a timely manner</p>	<p>8. What were the major factors that influenced efficiency and timeliness of delivery?</p> <p>9. To what extent were the project activities undertaken, and outputs delivered on time?</p>
<p>Sustainability: assessing to what extent the project's results will be maintained for a certain period of time after the current project phased out</p>	<p>10. Is the project supported by institutions and well-integrated into local social and cultural structures?</p> <p>11. Do the project partners have the financial capacity and are they committed to maintaining the benefits of the project in the long run?</p>
<p>Impact: positive and negative, primary and secondary long-term effects produced by the project directly or indirectly, intended or unintended.</p>	<p>12. What longer-term change(s) can be observed or are likely (whether positive or negative, unintended or intended) directly or indirectly, intended or unintended to the social/economic/political /environmental circumstances of Albania?</p> <p>13. What was contribution of the intervention to those changes, considering also other contributing factors?</p>
<p>Cross-cutting Issues: Gender and rights-based approach to migration governance</p>	<p>14. How adequately were human rights and gender equality taken into consideration during the project design and implementation?</p> <p>15. How adequately were vulnerabilities taken into consideration during the project design and implementation?</p>

6. Evaluation methodology

The methodology/approach should be confirmed as part of the Inception Report. The evaluator should propose and discuss this with the evaluation manager during the first two weeks after commencement. The methodology will be aligned with the IOM Monitoring and Evaluation Guidelines² and include an Evaluation Matrix. The following methodology is tentatively proposed:

Data Collection Methods: The evaluation will be conducted in a hybrid mode as follows:

- A. Review of project documentation and existing data: Review, as necessary, of archived material related to the project and the campaign, in particular the Preparatory Research and the Communication Strategy, informative leaflet prepared and disseminated during the outreach

² <https://publications.iom.int/books/iom-monitoring-and-evaluation-guidelines>

activities of the campaign and pre and post evaluation forms completed by participants as well as advertisement analytics, to allow for regional and content breakdown, as well as data broken down by audience group and demographics, including for social media. The desk review should consider the Influencers' monthly reports and the reports for the mini projects.

- B. Survey and interviews: In site visits combined with online as relevant in selected regions of Albania to carry out:
- In depth interviews with project partners, participants in the activities, journalists etc. in the regions.
 - In depth interviews with national stakeholders' members of the project, donor, Project Steering Committee participating in each activity.
 - In depth interviews with the influencers in Albania and the Diaspora.
 - Surveys with target population on the campaign activities

Data collection will likely need to be remote, and this should be reflected in the applications. For each of these interviews, the consultant should develop and present their ideas for the content and format of the survey/interview forms that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results. Field visits to selected sites and direct contacts with the beneficiaries of the project activities will be arranged in coordination with the project team.

Data analysis: The evaluator is expected to provide an analysis of the data with both qualitative and quantitative information, in both description and infographics, as necessary.

7. Ethics, norms and standards for evaluation

The evaluation should consider and duly reflect gender perspectives in the development of the interview questionnaires and other methodological tools for the evaluation, and integrate gender considerations in the findings, conclusions and recommendations.

During the whole process of the evaluation, IOM Data Protection Principles, UNEG [Norms and Standards for Evaluation](#), and UNEG [ethical guidelines](#) for evaluation will be fully followed. Discussion of how ethics will be managed is required in the Inception Report.

8. Evaluation deliverables

1. Inception report, including at minimum an Evaluation Matrix, explanation of the sampling strategy, the use of remote data collection, as well as discussion of how ethics will be managed. This should be submitted to the evaluation manager for review and approval following the document review phase, for comments and discussion with the evaluator to finalize plans.
2. Presentation of preliminary findings: To be delivered by the evaluator to the project management and other relevant stakeholders. The evaluator will utilise this meeting to collect the initial feedback on the evaluation findings from the implementation team and other relevant stakeholders and incorporate them back into the draft report.

3. Draft Evaluation Report: The evaluator will provide a draft report for review by IOM and project partners. The evaluation manager will coordinate review and provide evaluator with consolidated feedback.
4. Final Evaluation Report addressing and incorporating the inputs resulting from the review of the draft report. The final report shall be written in English and meet good language standards, being grammatically correct, proofread and laid out well, consisting of between 20 and 30 pages of the main text (without annexes). The report will follow the same presentation logic and include, at a minimum: executive summary, list of acronyms, introduction, evaluation context and purpose, evaluation framework and methodology, findings, conclusions and recommendations. Annexes should include the TOR, inception report or evaluation matrix, list of documents reviewed, list of persons interviewed or consulted, data collection instruments, as well as any other relevant information.
5. Evaluation Brief: The evaluator will also develop a two-page evaluation brief to summarize key findings, conclusions including lessons learned, and recommendations for the main intended evaluation users. IOM will provide a template as guidance, which can be adapted by the evaluator, but which should be no longer than two pages. Page one should include: Identification of audience at start of the brief; Project information (project title, countries covered, project type and code, project duration, project period, donor(s), and budget); Evaluation background (purpose, team, timeframe, type of evaluation, and methodology); Brief description of the project. Page two should summarize the evaluation results: Key findings and/or conclusions, best practices and lessons learned (optional), and key recommendations.
6. Draft Evaluation Management Response Matrix: Finally, the evaluator should prepare a draft management response matrix by inserting the recommendations as well as an indicative timeframe or deadline for implementation, using the IOM template for management response. The Evaluation Manager will then be responsible for finalizing the matrix after the conclusion of the evaluation.

Reports should follow IOM templates, which are available in the IOM M&E Guidelines³. Approval may be withheld, or further edits requested, if deliverables are not delivered according to the above-specified timeline, and/or do not meet Item 6: Ethics, norms and standards for evaluation. Feedback must be provided by IOM Albania within two weeks of receipt of deliverables.

9. Specifications of roles

The **Evaluator** is responsible for carrying out data collection and analysis, timely delivery of quality deliverables as according to the timeline above, and ethical conduct at all stages of the evaluation process. Additionally, if needed and confirmed in consultation with the selected evaluator, IOM will contract separately an additional (national) consultant to support the Evaluator throughout the process.

The Project Coordinator will serve as the **evaluation manager**, liaising as needed with other IOM staff,

³ <https://publications.iom.int/books/iom-monitoring-and-evaluation-guidelines>

including the Head of Office in Albania, Monitoring and Evaluation focal Point in IOM Albania, Regional Monitoring and Evaluation Officer in IOM’s Regional Office in Vienna, and IOM’s Global Migration Data Analysis Centre (GMDAC) as well as the implementing partners, FPS Interior Belgium and Ministry of Justice of the Netherlands. The evaluation manager will oversee evaluation and provide quality assurance, including:

- (a) Management meeting to ensure that the evaluation manager, evaluator, and other stakeholders (if relevant) all share a common understanding of the evaluation process and various roles and responsibilities;
- (b) Agreement on final terms of reference between the evaluation manager and evaluator;
- (c) Support, if needed, on contracting an additional (national) consultant to support the Evaluator throughout the process (if confirmed it will be needed in consultation with the evaluator);
- (d) Review, revision and acceptance of the inception report;
- (e) Facilitating the access to stakeholders for data collection, and responding to requests or challenges identified by the evaluator during the data collection;
- (f) Feedback during de-brief and presentation of initial findings by the evaluator, following the data collection and preliminary analysis, to allow for any obvious oversights, misinterpretations, or information gaps to be identified and addressed before the evaluator begins drafting the report.
- (g) Review, revision and acceptance of final report, evaluation brief, and draft management response.

10. Time schedule

All deliverables must be submitted no later than the date specified in the deliverables table. Primary data collection should occur between inception report and draft final report.

The following workplan is proposed, to be confirmed with the selected evaluator. A detailed workplan should be presented as part of the inception report:

Activity	Responsible party	Number of days	Timing
Review project documents and relevant literature, and produce inception report	Evaluator	3	20 November – 25 November 2022
Data collection and debrief on initial findings	Evaluator	10	26 November – 10 December 2022
Draft Report	Evaluator	10	11-21 December 2022
Final report, evaluation brief, and draft management response matrix	Evaluator	7	21-31 December 2022

11. Evaluation budget

The budget for this evaluation includes coverage of 30 days of work. The budget proposal must therefore be inclusive of all costs related to the evaluation, including professional fee, travel, daily subsistence, data collection costs, interpretation costs, etc. If an additional consultant will be contracted to provide support to the evaluator during the evaluation process (to be confirmed if it will be needed in consultation with the evaluator), IOM will cover separately the associated costs for the local consultant.

12. Evaluation requirements

Required Competencies

Values

- Inclusion and respect for diversity: respects and promotes individual and cultural differences; encourages diversity and inclusion wherever possible.
- Integrity and transparency: maintain 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 – behavioral indicators *level 1*

- 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.
- Communication: encourages and contributes to clear and open communication; explains complex matters in an informative, inspiring and motivational way.

Education

- Master's degree(s) or higher in management, economics, social science, development studies, public policy, Statistics, demography or other related fields

Experience and skills

- At least 5 years of experience in leading and conducting evaluations, including evaluations related to migration, irregular migration, migration decisions and similar fields is mandatory
- Excellent drafting of professional and standard evaluation reports
- Familiarity in UN results-based management (RBM) approach, gender equality, and human rights-based approach in programming and evaluation
- In-depth knowledge of evaluation approaches, ability to apply both qualitative and quantitative data collection methods, and ability to uphold UNEG quality standards and ethical principles
- Previous experience of interviewing and survey data collection
- Previous experience with UN agencies/EU-funded projects considered an added value

Languages

Fluency in English is required. Knowledge of Albanian would be an asset.

Submission of application

How to apply:

For the selection process interested candidates indicating the Reference Code **(CON No CFE 2022-08)** should submit to HumanResourcesTirana@iom.int by **29 November 2022** as per below:

1. Technical and budget proposal documents, based on the ToR, outlining proposed methodology and approaches, data analysis techniques, quality control measures, timelines, and budget (the budget proposal should be inclusive for all costs related to the evaluation). The proposal should include indication of need for an additional (national) consultant and include specification of their task and roles into the proposal, if needed.
2. CV
3. Cover Letter
4. Two examples of similar work performed before
5. [Reference and additional information form](#) signed in each page including three professional referees and their contacts (both email and telephone) potentially previous supervisors, confirming that you agree on our check for references to the referees provided by you.

No late applications will be accepted.

Only shortlisted candidates will be contacted.